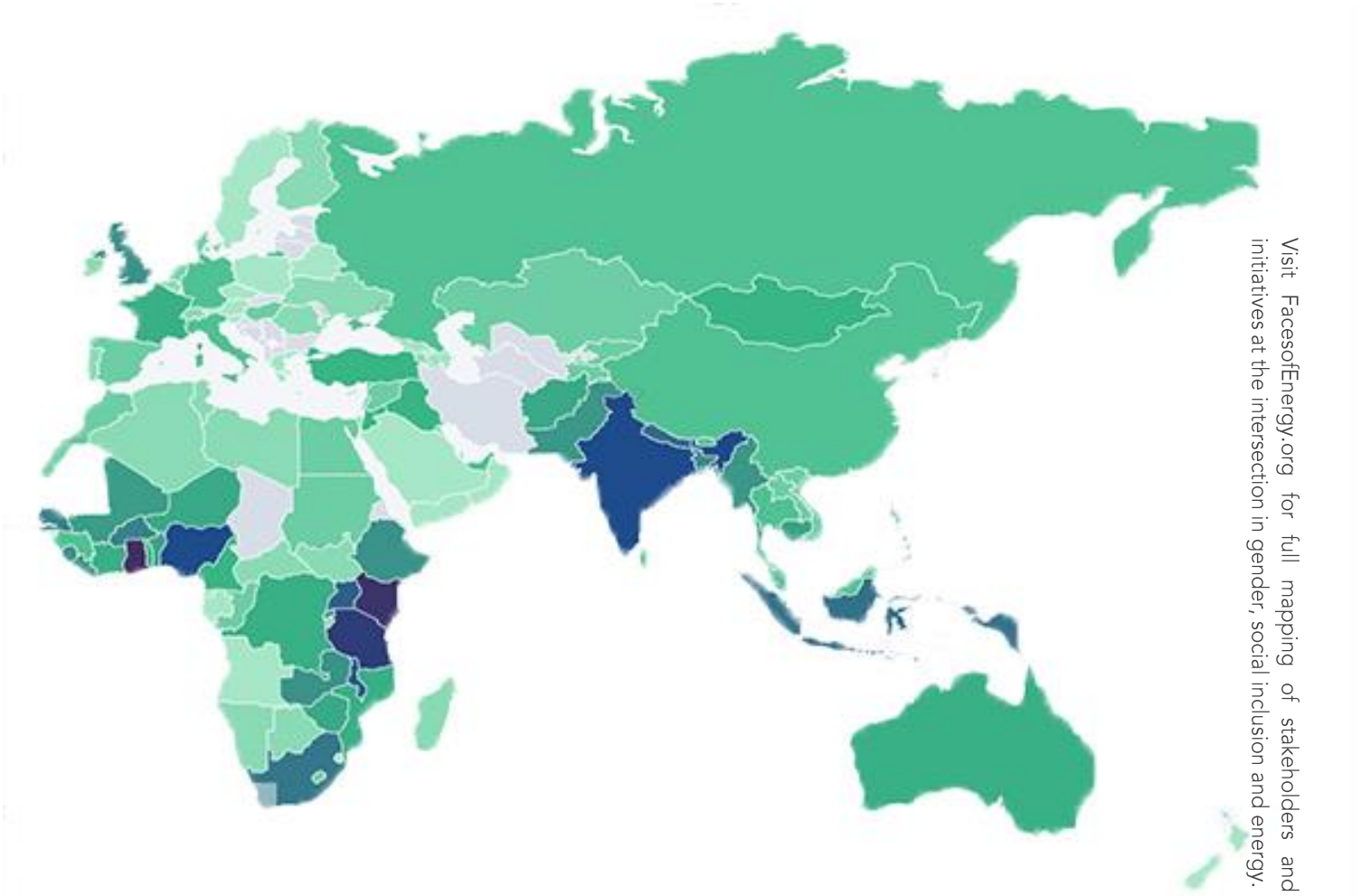

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EVALUATING GOVERNMENT AND BUSINESS LANDSCAPES ON WOMEN'S EMPOWERMENT IN SUSTAINABLE ENERGY

PEOPLE-CENTERED ACCELERATOR WORKING PAPER

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SUSTAINABLE ENERGY FOR ALL
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ABSTRACT

This working paper is the result of a review and analysis of the existing data and evidence relating to women's empowerment across the global energy sector. The paper aims to support the advancement of the United Nations' Sustainable Development Goal (SDG) 7 to ensure access to affordable, reliable, sustainable and modern energy for all and Goal 5 to achieve gender equality and empower all women and girls, in connection with the Sustainable Energy for All (SEforALL) People-Centered Accelerator Workstream 3 on women's empowerment. Moreover, the paper aims to provide initial insights into the current state of women's empowerment in the energy sector. Through this initial review and analysis, the current landscape and best practices are highlighted, and the existing gaps and/or barriers are identified. It is hoped that the information could be used to improve policy decision-making at the national and corporate levels.

The research is separated in two major categories – governments and businesses. Within these two categories, a review of the existing literature and policies, structured interviews, and a stock-take of women's empowerment related indicators and data was carried out.

The research concludes that there are significant opportunities to enhance the policy framework to support women's empowerment in the energy sector. The paper recommends that a clear metrics for women's empowerment in the energy sector be built, that further studies should expand the countries analyzed and that deep dives be conducted. There is also general lack of publicly available company data on gender and a lack of impact indicators to analyze the effect that women's empowerment policies have on companies. Finally, there is limited evidence and data linking financial indicators and women's empowerment. The paper proposes that: impact indicators be collected and analyzed; further research on financial indicators relation to women's empowerment be conducted; and, further studies be expanded to include smaller energy companies.

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CASE STUDIES:

ABBREVIATIONS

ACW	Asean Committee on Women
ASEAN	South East Asian Nations
AU	African Union
AWO	Arab Women's Organization
CC	Clean fuels and technologies for cooking
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CEO	Chief Executive Officer
CIM	Inter-American Commission of Women
CSR	Corporate Social Responsibility
ECOSOCC	Economic, Social and Cultural Council
ECOWAS	Economic Community of West African States
EE	Energy efficiency
EL	Electrification
ENERGIA	International Network on Gender and Sustainable Energy
EU	European Union
GDP	Gross Domestic Product
GGGI	Global Gender Gap Index
HI	High Income
HIC	High Impact Country
HR	Human Resources
IAP	Inter-American Program
LAS	League of Arab States
LI	Low Income
LMI	Lower Middle Income
M&E	Monitoring and Evaluation
MDG	Millenium Development Goal
MENA	Middle East and North Africa
NGO	Non-Governmental Organization
OAS	Organization of American States
OECD	Organization for Economic Cooperation and Development
PIF	Pacific Islands Forum

PLGED	Pacific Leaders' Gender Equality Declaration
RE	Renewable energy
RISE	Regulatory Indicator for Sustainable Energy
SAARC	South Asian Association for Regional Cooperation
SDG	Sustainable Development Goal
SDGEA	Solemn Declaration on Gender Equality in Africa
SE	Schneider Electric
SEforALL	Sustainable Energy for All
STEM	Science Technology Engineering and Math
TSO	Transmission Service Operator
UMI	Upper Middle Income
UN	United Nations
UNF	United Nations Foundation
USA	United States of America
WE	Women's Empowerment
WEC	World Energy Council
WHO	World Health Organization
WS 3	Workstream 3- Empower women engaged in energy service delivery to achieve autonomy, authority and decision-making power at work, and thereby accelerate progress on international climate change and sustainable energy goals.

GLOSSARY

Clean Cooking - Advanced biomass stoves and fuel infrastructure; alcohol stoves and fuel infrastructure; biogas digesters; electric stoves; improved biomass stoves; liquefied petroleum gas stoves and fuel infrastructure; natural gas stoves and fuel infrastructure; solar cookers.

Clean Energy Transition: a shift from a system dominated by finite (chiefly fossil-based) energy towards a system using a majority of renewable energy sources, also maximizing the opportunities available from increased energy efficiency and better management of energy demand

Corporate Performance: The methodologies, metrics, processes and systems used to monitor and manage the business performance of an enterprise.

Corporate Social Responsibility: Movement aimed at encouraging companies to be more aware of the impact of their business on the rest of society, including their own stakeholders and the environment. Corporate social responsibility is a business approach that contributes to sustainable development by delivering economic, social and environmental benefits for all stakeholders.

Electrification - The process of powering by electricity and, in many contexts, the introduction of such power by changing over from an earlier power source.

Energy Access - The ability of the end user to utilize energy supplies.

Energy Efficiency - Defined as the use of energy in an optimum manner to achieve the same service that could have been achieved using a common less efficient manner. Energy efficiency is the practice of reducing the energy requirements while achieving the required energy output. It measured as primary energy intensity (mj/ppp $).

Energy Poverty: lack of access to modern energy services such as electricity, clean water and thermal comfort.

Entrepreneurship: The activity of setting up a business or businesses, taking on financial risks in the hope of profit.

Female-headed Households: A household in which an adult female is the sole or main income producer and decision-maker. In most countries, women are not usually considered as heads of households unless no adult male is living permanently in the household.

Financial Incentives: Monetary benefit offered to consumers, employees and organizations to encourage behavior or actions which otherwise would not take place.

Gender - Refers to the socially constructed characteristics of women and men – such as norms, roles and relationships of and between groups of women and men. It varies from society to society and can be changed.

Gender Equality - When women and men enjoy the same rights and opportunities across all sectors of society, including economic participation and decision-making, and when the different behaviors, aspirations and needs of women and men are equally valued and favored.

Gender Gap: The differences between women and men, especially as reflected in social, political, intellectual, cultural, or economic attainments or attitudes

Gender Mainstreaming: A globally accepted strategy for promoting gender equality. Mainstreaming is not an end in itself but a strategy, an approach, a means to achieve the goal of gender equality.

HICs: The countries which marked high effect/influence on the considered criteria

Influencer: the individual whose effect on the purchase decision is in some way significant or authoritative

Labor Rights: a group of legal rights and claimed human rights having to do with labor relations between workers and their employers, usually obtained under labor and employment law

NGOs: a non-profit organization that operates independently of any government, typically one whose purpose is to address a social or political issue.

Regulatory Frameworks: The existence of the necessary infrastructure which supports the control, direction or implementation of a proposed or adopted course of action, rule, principle or law.

Renewable Energy - Energy that is collected from renewable resources, which are naturally replenished on a human timescale, such as sunlight, wind, rain, tides, waves, and geothermal heat.

Return on Investment - A performance measure used to evaluate the efficiency of an investment or to compare the efficiency of several different investments.

Women's Agency: Women in individual's (or group's) ability to make effective choices and to transform those choices into desired outcomes

Women's Empowerment - The ability for women to enjoy their rights to control and benefit from resources, assets, income and their own time, as well as the ability to manage risk and improve their economic status and wellbeing

INTRODUCTION & BACKGROUND

"The 2030 Agenda for Sustainable Development sets out a transformative vision for preserving our planet, promoting peace and ensuring that prosperity is shared by all. Human rights and gender equality are core principles of this bold agenda, underpinning our efforts to prevent conflict, overcome divisions and address the root causes of inequality, instability and injustice."

Secretary-General of the United Nations - António Guterres

The United Nations 2030 Sustainable Development Agenda paragraph 8 envisages a world with universal respect for human rights, intergenerational justice as well as equality and non-discrimination (United Nations, 2015A). Moreover, it envisions "[a] world in which every woman and girl enjoys full gender equality and all legal, social and economic barriers to their empowerment have been removed" (United Nations, 2015A). It is based on this commitment that the Sustainable Development Goal (SDG) 5 on gender equality is not only a goal on its own but it is also meant to be reflected across all other SDGs since it is an impetus to attaining a sustainable future for all. Similarly, SDG 7, which aims to ensure access to affordable, reliable, sustainable and modern energy for all is seen as the golden thread that enables progress across the SDGs. These two goals are inextricably linked.

The energy sector has not made sufficient progress toward gender equality and women's empowerment, women are still severely underrepresented in decision making and STEM fields within the energy sector (Baruah, 2016). The slow progress being made on gender equality and women's empowerment in the energy sector hinders the attainment of SDG 5 and SDG 7 and stands as an overarching barrier to a sustainable future for all. If basic women's rights such as paid family leave or equal pay for equal work are not protected and ensured in national and energy businesses policies, the energy sector may well contribute to increased chances of women living in poverty and social exclusion (UN Women, 2017). Current gender equality trends need to change if we are to achieve both SDG 5 and 7. However, the World Economic Forum's 2014 Global Gender Gap Report stated that complete global gender parity will not be attained in the workplace until 2095 (World Economic Forum, 2014). Since 2014, gender equality trends have not improved. To the contrary, the 2017 Global Gender Gap report highlights that the situation for women has deteriorated and the gender gap has widened for the first time in a decade (World Economic Forum, 2017). The global gender pay gap stands at 23 percent and women's labor force participation rate is only 63 percent compared to 94 percent for men (UN Women, 2017). With such a

large gap to close, it is estimated that gender parity would not be attained in the workplace until 2234 (World Economic Forum, 2017).

The global gender gap continues to widen, and similarly has not improved in the energy sector despite growing evidence that greater female participation leads to positive impacts on service provision and it has been associated with greater profits and stock performance (UN Women, 2017). It has also been argued that gender equality leads to higher Gross Domestic Product (GDP) per capita. Ernst & Young (EY) estimates that India's GDP would increase by 27 percent if female labor force participation were on a par with that of men (Ernst and Young, 2015A). A McKinsey study also revealed that the world economy could expand by as much as 11 percent ($12 trillion) of 2015 GDP by enhancing gender equality at a rapid pace (McKinsey, 2015). Under this scenario, 26 percent ($28 trillion) could be added to global annual GDP by 2025 (McKinsey, 2015). The case for women's empowerment has become far more prominent at the international level in recent times, recognizing not only that there are significant human rights and social gains to be achieved from closing the gender gap, but that gender parity is simply smart economics.

Meanwhile, in the energy sector, gender balance is lagging and is one of the least gender balanced sectors in terms of total workforce, as well as at the top, wth management, and executive boards (European Union, 2017). The energy sector is, therefore, missing out on opportunities to draw from women's local knowledge and capabilities as leaders and entrepreneurs. Women that are engaged at various levels of the energy sector tend to lack sufficient autonomy, authority and the ability to make decisions in their workplace. Moreover, the lack of access to support networks, role models and champions, funding opportunities, as well as policies across the public and corporate sectors all together tend to hinder women's empowerment in the energy sector. To effectively incorporate gender equality into the heart of the global energy transition, it is vital that women's full participation is ensured within sustainable energy solutions, as well as their inclusion across the entire energy ecosystem.

In short, we need to go further, faster, together to realize the objectives of SDG 7 and 5. Sustainable Energy for All (SEforALL) has embarked on a journey with stakeholders to form the People-Centered Accelerator, a voluntary partnership to advance gender equality, social inclusion and women's empowerment in the sustainable energy sector. The Accelerator's Workstream 3 (WS3)aims to empower women engaged in energy service delivery to achieve autonomy, authority and decision-making power at work, and thereby accelerate progress on international climate change and sustainable energy goals. A first and necessary step toward the attainment of SDG 7 and 5, and the aims set out under the People-Centered Accelerator, is to gain an understanding of the policy landscape that currently exists across governments and business which works to enable gender equality in the energy sector.

This working paper will review and analyze the existing data and evidence relating to women's empowerment across the global energy sector. The paper highlights the current landscape and best practices as well as the existing gaps and/or barriers to women's empowerment in the energy sector. This paper is offered as a first step in understanding the landscape, with the aim to eventually inform policy decision-making at the national and corporate levels. The research is divided into two major categories – governments and businesses. Within these two categories, a review of the existing literature and policies, structured interviews, and a stock-take of women's empowerment related indicators and data was carried out. The research methodology and objectives are explained in greater detail in the subsequent subsections.

METHODOLOGY AND OBJECTIVES

The research consists of a literature review on women's empowerment, with a focus on government and business policies. Government policies are those that are implemented at the national level to promote women's empowerment throughout a given country. These policies pertain to individuals and organizations based within the country. Business policies are those that are enacted within the scope of the operations of an employer in the energy sector. These policies are therefore specific and relate to a smaller population – the workforce of the company. The rationale to divide the research into the two groups is to gain a broad understanding of the overall policy environment which impacts women's empowerment in the energy sector. Government policies can ensure that women are represented in national-level energy decision making and that they have access to appropriate training and education to ensure equality, and can legally enforce minimum standards for gender equality with which businesses are obliged to comply such as minimum maternity leave, female quota systems, non-discrimination, etc. On the other hand, businesses may adopt innovative inhouse diversity and inclusion policies which go beyond the basic requirements enshrined in national policies or, in certain instances may exist despite a lack of appropriate national policies. In both instances, business' policy can have a significant impact on the recruitment of women in the energy sector. Thus, the paper treats business policy and government policy separately to gain insights into the role and impact of each policy area on women's empowerment in the energy sector.

GOVERNMENT POLICIES

The paper analyzes the 45 High Impact Countries (HICs) across the SDG 7 clean cooking, electrification, renewable energy and energy efficiency targets based on the SEforALL 'heat maps' (see Annex)[1]. These heatmaps combine data from the *SDG7 Tracking Report* and the *Regulatory Indicator for Sustainable Energy* (RISE), which are designed to show leaders where they can make the biggest and fastest inroads towards SDG 7. However, countries which are not 'high impact' have been used in the certain case studies due to their innovative women's empowerment policies, which might be models for replication in HICs.

[1] The countries listed in the heatmaps are created based on the Global Tracking Framework (GTF) and the Regulatory Indicators for Sustainable Energy (RISE). The GTF uses a technically rigorous approach and available data from household surveys and international databases to track access to electricity and non-solid fuels for cooking, improvements in energy intensity and increases in the share of renewable energy in total final energy consumption. Based on the tracking it identifies 20 "high impact" countries for each indicator. On the other hand, the RISE gives policy makers and investors detailed country-level insights for levelling the playing field for sustainable energy worldwide. It provides an overview of progress on necessary policy and regulatory frameworks in 111 countries. By combining and analyzing data sets like these, as we do with the 'heat maps,' it can show leaders where they can make the biggest and fastest inroads towards the SEforALL goals and SEforALL can support these efforts accordingly. These maps also show where progress is happening so that we can replicate the success of others and help leaders in government, business and civil society make smart choices.

The energy-gender linkage was sought in both energy and gender policies. A complete list of the analyzed countries can be found in ANNEX 1.

Government policy analysis has been conducted in four steps:

(1) **Data was collected** on the countries' government policies and national laws regarding energy, gender equality and women's empowerment.

(2) **A Country Mapping Matrix was created** using the data (see ANNEX 1). The matrix provides an overview of how enabling the policy environment is in each country for women's empowerment and gender equality in the energy sector. The matrix is divided into five areas of interest: Female Participation and Representation; Women's Economic Empowerment; Education & Awareness Raising; Labor Rights; and Implementation. Each domain contains questions specifically related to the given area and are relevant to advancement of the women's empowerment and gender equality within the energy sector.

(3) **Each indicator and sub-indicator are scored** between 0 and 100 and aggregated with equal weights. Although it is argued that certain indicators are more important than others, equal weighting has been shown to be more consistent and conclusive. **The traffic light system is then applied** to each indicator in which a green light is reported for countries with 67 or more points, which are considered close to good practice on a certain indicator or pillar. A yellow light shows countries that are in between green and red (34-66), and a red light indicates 33 or less points which indicates that significant improvements are needed to achieve good practice on women's empowerment. This is applied to each country, to determine where policies in each country stand in terms of women's empowerment in the energy sector. The inputs are then used to **create country profiles** (see ANNEX 2).

(4) **Case studies have been developed** through desk-research and structured interviews to highlight good practices to be replicated and the experiences of governments in developing and implementing policies that empower women in the energy sector.

BUSINESS POLICIES

The businesses that were investigated were collected based on consultations with the SEforALL team, the Steering Committee, the *Opening Doors Report* database and the companies listed under the United Nations Women's Principles website[2]. The companies chosen for research were those that have potential

2 The women's empowerment principle website is available at: http://www.weprinciples.org/

to drive change as either an 'influencer' or a 'leader'[3]. To provide a landscape for women's empowerment in the energy sector, 'influencer' companies were researched to identify what is and what is not being done by energy companies. On the other hand, 'leader' companies were researched to highlight best practices that are replicable in other energy businesses. For a company to be included in the review, it would have to be an 'influencer', 'a 'leader' or both.

The initial list of companies researched encompasses:

- The top 20 renewable energy companies globally in 2016
- The current top 14 renewable energy companies globally (Berke, 2017)
- Industry leaders in the oil and gas sector
- Country leaders in the energy sector in terms of commercial success (ex. revenue, size, share of market)
- Companies whose CEO signed the Statement of Support for the Women's Empowerment Principles (UN Global Compact and UN Women, 2018)

The approach to business policy analysis was conducted in three steps:

(1) Identified companies and data to analyze through:
    (a) Company websites
    (b) Company reports on diversity, inclusion, and corporate social responsibility (CSR)
    (c) Websites on women's initiatives
    (d) Rankings of Companies with Best Companies for women to work
(2) Company profiles were created using the data (see ANNEX 3).
(3) Case studies have been developed through desk research and structured interviews to highlight good practices that could be replicated by other businesses

3 'Influencer' companies are those that have long standing success in the energy sector (specifically renewable energy). The largest and richest companies in their industries or geographic locations are researched as they can influence the actions of smaller companies that are striving for the same success. 'Leader' companies are those that are leading by example by implementing women's empowerment policies within their organizations regardless of their size, success, or influence they may have on their regions and sectors. These companies are leaders on the front of advancing women's empowerment as demonstrated by such actions as the signing of the Statement of Support for the Women's Empowerment Principles, as well as a commitment to implementing policies in women's empowerment.

OBJECTIVES

The primary objective of this work is to identify policies and approaches that have the potential to empower women in the sustainable energy sector. Based on the identified policies and analysis, the objective is to answer the following questions:

- *What is the women's empowerment policy landscape in business and government?*
- *What are the policy gaps?*
- *What are the government and policy best practices in the field that might be replicated?*
- *What barriers exist to adopting such initiatives and successfully implementing women's empowerment policies in the energy sector at the government and business levels?*
- *What are the recommendations for both governments and businesses to close gaps and progress faster in empowering women in the energy sector?*

The over-arching objective of the paper is to encourage changes in policy in the public and private sector to support and empower women at all levels to engage in energy service delivery. This will lead to a more diverse, gender responsive and socially inclusive energy sector, which is a principal factor in achieving both SDG 7 (sustainable energy) and 5 (gender equality).

LITERATURE REVIEW

There is a growing body of evidence to support the case for women's empowerment in the energy sector. Often the literature highlights the links between gender and improved performance. This section aims to highlight the key and emerging literature on women's empowerment in the energy sector. The key themes that are highlighted throughout the body of literature and subsequently in this review of the literature is women's representation in energy businesses and in energy policy decision making and governance, the role of and barriers to female energy entrepreneurs, the opportunity to engage women in the energy sector and the benefit of increasing women's agency and capacity.

WOMEN'S REPRESENTATION IN ENERGY BUSINESSES

Studies have evaluated the benefits of having women in boardrooms, the impact they have within the company and for the communities in which they operate, as well as the impact on corporate performance. The literature suggests that promoting diversity is necessary for corporate value creation. Moreover, women add exclusive experiences, work styles and perspectives to organizations (Daily & Dalton, 2003). The literature indicates that over the period from 2005 through 2011 companies with an all-male board had a 12 percent average return on equity, whereas companies with at least one female board member had a 16 percent average return on equity (Ernst & Young, 2015B). In addition, McKinsey highlights how companies with three or more women members on their executive committees report superior results on nine different dimensions of organizational performance: direction, accountability, coordination and control, external orientation, leadership team, innovation, capabilities, motivation, and, work environment and values (McKinsey and Company, 2008). Based on the analysis, diverse groups made more innovative business decisions compared to the non-diverse groups (McKinsey and Company, 2017). Moreover, it is suggested that if women's paid employment rates were equal to men's, Gross Domestic Product (GDP) would be 9 percent higher in the United States and 13 percent higher in the European Union (Ernst & Young, 2015B). Similarly, in developing economies it is estimated that equal paid employment rates would lead to a 20 percent rise in per capita income by 2030 in 15 major emerging markets (Ernst & Young, 2015B).

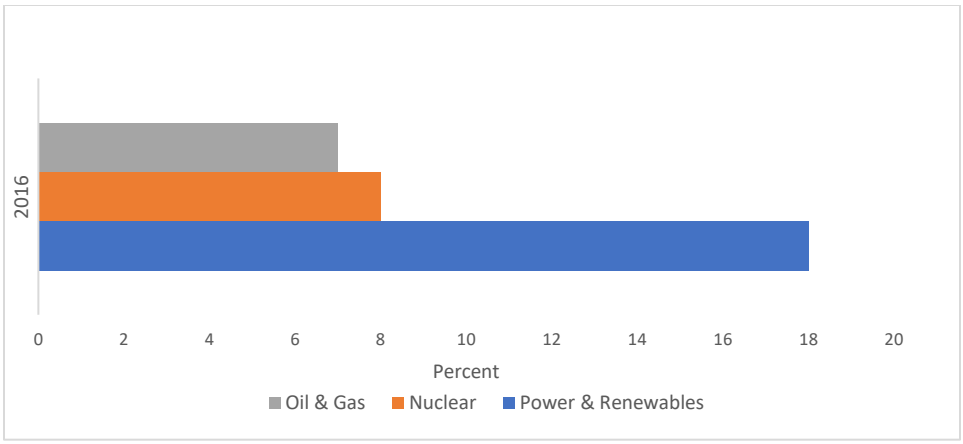

Figure 1: Proportion of all board seats held by women globally

Adapted from " Igniting change 2: building the pipeline of female leaders in energy" by PricewaterhouseCoopers, 2016

Despite the positive impact women can have on energy businesses and, subsequently development, women are less likely to hold leadership positions and decision-making capacities. In 2013, women held 1 in 7 senior leadership positions of the boards of listed companies in Europe and the United States (Organisation for Economic Co-operation and Development, 2014). An analysis carried out by EY on female presence in the boards and leadership across the largest 200 power and utility companies (by revenue), paltry progress of 1 percent has been reported over the last three years (Ernst and Young, 2016). At this rate, it would take about 72 years to reach 40 percent female representation on the boards of these power and utility companies (Ernst and Young, 2016). Meanwhile, 62 percent of the top 89 United Kingdom energy companies have no female representation on their board (PricewaterhouseCoopers, 2016). Out of these 89 top energy companies in the UK, power and renewable companies performed better in terms of boardroom diversity with women holding 18 percent of all board seats, in comparison to oil and gas companies where women held just 7 percent of all board seats (Figure 1) (PricewaterhouseCoopers, 2016). Similarly, women in renewable energy jobs represent about 35% of the workforce, which is greater than their representation (20-25%) in the energy sector overall (International Renewable Energy Agency, 2016). One study indicated that in industrialized countries, the share of women among technical staff in the energy industry may be about 6 percent, of which 4 percent are in decision-making positions, with less than 1 percent in top management (Glemarec, et al., 2016).

WOMEN ENERGY ENTREPRENEURS

Across developing countries, women are typically the primary household energy managers, thus it is important that they are engaged throughout the energy value chain so that products can fulfil their needs

and to ensure its usage (Shankar, 2015). There has been increased recognition that energy is gendered and that there is an unbalanced burden of energy poverty on women. Women are the primary household energy managers, they are primarily responsible for collecting fuel and water. Furthermore, indoor air pollution from burning solid fuels disproportionately affects women and girls due to their role as household cooks (Habtezion, 2016). This initial link between gender and energy has led to the incorporation of gender into energy access and last mile interventions. For years, women were framed as passive consumers of energy services and a vulnerable group to be reached to attain sustainable energy for all (Glemarec, et al., 2016). However, in recent literature there has been a growing recognition of the critical role that women play as drivers of the clean energy transition (Glemarec, et al., 2016). Female-headed households are less likely to have access to energy than male-headed households and women entrepreneurs are likely to consider women's experiences when developing energy interventions which can improve energy access by targeting female-headed households (Glemarec, et al., 2016). Furthermore, women can improve the energy supply chain effectiveness, since women have access to social networks and markets which differ from men and through which they access to the hardest to reach households (ENERGIA, 2018). Moreover, research shows that the adoption of recent technologies can be higher when introduced and explained by another woman (ENERGIA, 2018). Off-grid energy solutions present an opportunity to engage women and to create more employment opportunities for women. By 2030, the off-grid sector has the potential to create about 4.5 million jobs (IRENA, 2016). In addition, there are indirect job opportunities through self-employment, entrepreneurship and SMEs with off-grid energy solutions.

There are significant benefits that women can bring to the clean energy transition, by scaling up the adoption renewable energy and decentralized technologies as well as clean cooking solutions. Despite the significant benefits that women entrepreneurs can bring to the clean energy transition, the barriers that women-led enterprises face, such as access to credit have not been adequately dealt with in national policies (Glemarec, et al., 2016). In addition, there is a pressing need to gather more data and evidence to highlight the number of female energy entrepreneurs and the specific barriers faced to better address challenges, increase understanding of the role of female energy entrepreneurs and how to increase the share of female energy entrepreneurs.

WOMEN'S REPRESENTATION IN DECISION MAKING

Women understand other women's differentiated energy needs, and these needs and concerns are more likely to be addressed and considered when women are better represented in the energy sector. There is growing evidence that women's participation in decision making leads to improved outcomes. Hence, women's participation in the energy sector can also determine the "the effectiveness and trajectory of clean energy growth" (Pearl-Martinez, 2014). By investing in women's right to political participation, not

only can gains be made on SDG 5 (gender equality) but also on several SDGs which are linked to gender equality such as SDG 7 (clean and affordable modern energy). By including more women in energy policy decision making, policies can better address the barriers to women's participation, employment and productivity in energy businesses, and better focus on reaching the last mile.

However, women are underrepresented in decision making. In 2013, only four countries out of 72 countries worldwide had a female minister overseeing energy policies and programs (Pearl-Martinez, 2014). In 2015, only 30 countries had more than 30 percent female ministers and only 17.7 percent of ministers globally were female (DiLanzo, 2016). Moreover, in 2015 there were only 19 female heads of state globally (DiLanzo, 2016). National perspectives and interests in the energy dialogue to the World Energy Council (WEC) are represented by a Chair and a Secretary. Women make up only 4 percent of WEC Chair positions and 18 percent of Secretary positions (International Union for Conservation of Nature Global Office & UN Women, 2015). Although the number of women in parliaments globally increased from 11 percent in 1995 to 22 percent in 2015, the rate of improvement is too slow to attain gender parity by 2030 (United Nations, 2015B). There are still multiple barriers that constrain women's participation in decision making within the energy sector which have not been effectively addressed in energy policy and implementation.

LITERATURE REVIEW SUMMARY

The literature suggests that there are significant benefits in engaging women throughout the value chain. Including more women in energy businesses and particularly on boards can positively impact corporate performance, by having more female representation in boards there is a higher return on equity than all-male boards. Women entrepreneurs can be drivers of the clean energy transition and can reach those that are hard to reach through their exclusive knowledge and networks. Moreover, including women in energy policy decision making can lead to better policy outcomes which address the needs of women adequately. However, despite the benefits of engaging women throughout the energy value chain, the literature suggests that not enough progress has been made to increase female participation in the energy sector and significant barriers to participation persist.

GOVERNMENT POLICIES

GLOBAL POLICY CONTEXT

In September 2015, world leaders adopted the 2030 Agenda for Sustainable Development with the objective to accelerate efforts to terminate all forms of poverty, act on climate change and fight existing inequalities (United Nations, 2015C). The Agenda is comprised of 17 goals across the social, economic, environment and political spheres of sustainable development. SDG 5 focuses on gender equality, it upholds and strengthens the mission set by the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) in and the 1995 Beijing Declaration and Platform for Action. By

signing the Convention, 189 countries committed to include the principle of equality of men and women in their legal systems, repeal all discriminatory laws and implement laws that forbids discrimination against women (UN Women, 2009). Additionally, the signatories agreed to set up tribunals or other public institutions to ensure that women are effectively protected against discrimination. Building on this, the Beijing Platform for Action formed an agenda on women's empowerment, to remove the barriers to women's active participation in all areas of private and public life through equal participation in economic, social, cultural and political decision-making (UN Women, 2010). To date, the two former mentioned global commitments still serve as fundamental base and guide for regions and countries to design their policies.

Many of the regional organizations - the African Union (AU), the Association of South East Asian Nations (ASEAN), the European Union (EU), the League of Arab States (LAS), the Organization of American States (OAS), the Pacific Islands Forum (PIF) and the South Asian Association for Regional Cooperation (SAARC) – have established legal frameworks and standards to advance gender equality and women's political empowerment in their regions. Cooperation on the regional level along with active promotion and enhancement of best common policy solutions can significantly contribute to achieving gender equality worldwide.

AFRICA

AU institutions such as the Directorate for Women, Gender and Development under the Office of the Chairperson of the AU Commission, the Women and Gender Sectoral Cluster Committee and other similar committees in the Economic, Social and Cultural Council (ECOSOCC) have pushed the SDG 5 (gender equality) agenda in Africa. As such, the AU has encouraged its members to adopt and implement policies and actions plans to advance gender equality (Chaban, et al., 2017).This commitment to gender equality is underscored by the Third Ordinary Session of the AU Assembly of Heads of State and Government in 2004, in which the AU Solemn Declaration on Gender Equality in Africa (SDGEA) was adopted (African Union, 2017)Based on the Declaration, countries have committed to report on their progress on gender equality on an annual basis. Moreover, the African Women's Decade (2010 – 2020) which "*[aims] to advance gender equality through the acceleration of the implementation of global and regional decisions and commitments on gender equality and women's empowerment*" (UN-Non-Governmental Liaison Service, 2010) further emphasizes the African regions commitment to gender equality. With regards to the energy sector specifically, the AU Gender Policy and Action Plan of 2009 committed to gender mainstream in all sectors, with the energy sector being specifically mentioned (African Union, 2009) Moreover, the regional centers on Renewable Energy and Energy Efficiency of North, South, East and West Africa have taken an active role in the region with regards to gender mainstreaming by developing gender-energy policies at a sub-regional level. It should be noted that ECOWAS has progressed much further than any

of the other regional centers but the experiences of West Africa has been shared with other regional centers in hopes of replicating its successes and learning from its difficulties. Based on the commitments, new and upcoming energy-gender policies from the regional centers, the Africa region is a leading role model both in the developing world and globally on gender mainstreaming in energy policies.

Case Study 1: ECOWAS the first-ever regional policy on gender-responsive energy development

About: On 4 Jun 2017, the Economic Community of West African States (ECOWAS) Policy for Gender Mainstreaming in Energy Access was adopted. It is the first regional policy on gender responsive energy development. The policy has 5 overarching objectives, namely to achieve widespread understanding of energy and gender considerations at all levels of society, to ensure that women and men have equal opportunities to enter and succeed in energy-related fields in the private sector, to increase women's public sector participation in energy related technical fields and decision-making positions, to ensure that all energy initiatives and investments are nondiscriminatory, gender inclusive and gender balanced and to establish & maintain a gender responsive monitoring, accountability and review framework for objectives (Maduekwe, 2017). The policy is underpinned by very ambitious targets such as 50 percent of energy policies by 2020 and 100 percent by 2030 will be gender-sensitive; at least 25 percent women in the public-sector energy workforce by 2020 and an equal (50-50) gender balance by 2030 and at least 25 percent women participation in energy-related fields in the private sector by 2020 and an equal (50-50) gender balance by 2030 (Maduekwe, 2017). The region is also taking great strides to achieve its policy objectives through the CTCN project on Mainstreaming Gender for a Climate Resilient Energy System in ECOWAS AfDB/NEPAD/ECOWAS, the project on Feasibility Study on Business Opportunities for Women in a Changing Energy Value Chain and the ECOWAS Directive on Gender Assessment in Energy Projects (Maduekwe, 2017).

Replication: A recent positive outcome of the ECOWAS process is an interest from their two sister organizations in East Africa (East Africa Centre for Renewable Energy and Energy Efficiency) and Southern Africa (Southern Africa Centre for Renewable Energy and Energy Efficiency) to take up gender mainstreaming for energy access in policies, programs, and entrepreneurship.

THE AMERICAS

In 1928, the Inter-American Commission of Women (CIM) was formed and later became a specialized agency of the Organization of American States. The CIM has played a key role in promoting women's political rights in the Americas, being the first multilateral, intergovernmental body assuring women's recognition (Chaban, et al., 2017). In 2000, the Inter-American Program on Women's Human Rights and Gender Equity and Equality (IAP) was adopted, committing the OAS Member States to integrate gender in all organs and entities (Organization of American States , 2018). Moreover, it encourages OAS members to adopt policies and strategies at advancing gender equality in both public and private spheres as well as to promote women's full and equal participation in all areas of economic, social, political and cultural development (Organization of American States, 2018). Since 2004, CIM has collaborated with the Meeting of Ministers and High Authorities on Science and Technology to raise attention to close the gender gap within the STEM fields (Organization of American States, 2018). More recently, on 7 March 2016 the OAS adopted the General Secretariat's Institutional Policy on Gender Equality, Diversity and Human Rights, with the general objective "*to advance equality in the exercise of rights, equal opportunities and equal treatment in all the work of the OAS by strengthening its management, culture and institutional capacities.*" (Organization of American States, 2016). An action plan for the implementation of the policy was launched by the Secretary General of the OAS in October 2017. Furthermore, the in the Latin American Energy Organization (OLADE) 2013 Gender Strategy Report presented the gender strategy for 2012-2017 (Castelo, 2013). The report identifies four gender strategy components: high political

commitment in the energy sector, mainstreaming, research and generation of knowledge as well as strategic partnerships, all aiming at long term changes in the governmental energy sector. However, there has been no OAS gender-energy policy to date.

THE ARAB REGION

The Middle East and North Africa (MENA) region is currently undergoing far-reaching change. Some countries of the region are in the middle of political, economic and demographic transformation, whereas others subjected to conflict. As stated in the MENA Development Report on Gender Equality and Development in Middle East and North Africa, the MENA Region features a gender equality paradox. "*Although most MENA countries have made admirable progress in closing their gender gaps in education and health outcomes, these investments in human development have not yet translated into commensurately higher rates of female participation in economic and political life* (World Bank, 2013). The LAS has established several internal structures to address the rights of women and girls in the Arab region. The Arab Women's Committee was adopted in 1971 to act as an advisory on women's advancements issues. Moreover, at the Second Arab Women's Summit in 2002, the LAS council approved the creation of the Arab Women's Organization (AWO) (Chaban, et al., 2017). Furthermore, the Cairo Declaration – The Post-2015 Development Agenda for Women was adopted at the 35th session of the Arab Women's Commission in January-February 2014 (Women Family and Childhood Department of the League of Arab States, 2014). The Declaration and its Action Plan focus on four areas: women's political participation, women's economic empowerment, social transformation and ending violence against women and girls. However, there is a lack of concrete regional gender policies, implementation and energy-gender policies in the region.

ASIA AND THE PACIFIC

In the 1980s, women's rights became a part of ASEAN's agenda, resulting in the Declaration of the Advancement of Women in the ASEAN Region adopted on 5 July 1988 (ASEAN, 2012). From that point onwards, ASEAN has adopted a normative gender framework together with monitoring mechanisms. Every three years, the ASEAN Committee on Women (ACW) publishes a status report analyzing incorporation of women's concerns into national plans and programs (Chaban, et al., 2017). More recently, ASEAN Socio-Cultural Community adopted a Blueprint for 2016-2025, where it commits to work "*towards achieving gender equality and the empowerment of all women and girls*" (ASEAN Secretariat, 2016). Moreover, the South Asian Association for Regional Cooperation (SAARC), established a Technical Committee on Women and Development in 1986 under the Integrated Program of Action (Chaban, et al.,

2017). In 2015, there was a decision to develop an action plan in collaboration with UN Women. The plan has been developed and features key priorities: women in leadership and decision-making, the economic empowerment of women, violence against women and girls, and women's health issues (Chaban, et al., 2017). In 2012, the Government of Cook Islands hosted a meeting of the Pacific Islands Forum (PIF)— a political community of 18 members in the Pacific Islands region— where the most significant act towards promotion of gender equality was adopted – the Pacific Leaders' Gender Equality Declaration (PLGED). Through the PLGED, the Leaders commit to implement specific national policy actions to progress gender equality in the areas of gender responsive government programs and policies, decision making, economic empowerment, ending violence against women, and health and education (Pacific Islands Forum Secretariat, 2012). However, the Asia and the Pacific region does not have any gender-energy regional policies.

EUROPE

Gender equality has been at the heart of the EU since the 1957 Treaty of Rome, which included a provision on equal pay for men and women (European Commission , 1957) More recently, in 2012, the European Parliament issued a resolution on women and the climate change (European Parliament, 2012). It calls on the EU Commission and Member States to include gender equality at all levels of decision-making, in policies and action plans that relate to sustainable development. Furthermore, it aims to encourage women to undertake technical and scientific trainings and careers in the environmental and energy. Moreover, the EU Parliament adopted a resolution on the role of women in the green economy, calling on Member States to promote greater participation of both women and men in the development of renewable and environmentally friendly energy and architecture; promote women's entrepreneurship in the green economy; assure women's equal representation in decision-making bodies dealing with environmental, energy and green jobs policies, to include the gender perspective; appoint more women to management roles and company board within the green jobs sector (Gustafsson, 2012). In addition, in 2014, the European Parliament adopted a resolution on a 2030 framework for climate and energy policies emphasized the need to provide women and other disadvantaged groups with access to sustainable quality jobs in the green economy (European Parliament, 2014). Furthermore, in the latest strategic engagement for gender equality 2016-2019, the EU Commission focuses on five key areas: higher participation of women in the labor market and their economic empowerment, reduction of the gender pay gap, advocating for equality in decision-making, fighting gender-based violence as well as promotion of gender equality and women's rights across the world (European Commission , 2018). The EU has several commitments and strategies in place to include women at all levels of the energy value chain, it is another leading role model on women's empowerment within regional energy policies.

Every region has strong gender commitments but there are clear differences in actualizing commitments into policy actions and particularly with regards to gender mainstreaming in regional energy policies. The African and European regions have demonstrated clear policy commitments to the achievement of gender objectives within the energy sector specifically. Both regions are global leaders in gender mainstreaming within the energy sector, the African regional centers have further demonstrated the viability of gender mainstreaming in developing contexts. However, regional policy does not always trickle down into national policies. As such, the rest of this chapter provides a national policy landscape of the SEforALL HICs to identify good practices and gaps in mainstreaming gender in the energy sector

LANDSCAPE OF GOVERNMENT POLICIES

The following analysis reviewed the energy and gender policies of the 45 SEforALL high-impact countries[4]. As previously noted, these countries are identified in the heatmaps (see Annex) which combine data from the *Global Tracking Framework* (renamed in 2018 as the SDG7 Tracking Report) and *RISE*, to show leaders the top 20 countries -- for electrification, for cooking, for energy efficiency, for renewable energy -- where they can make the biggest and fastest inroads toward SDG 7. Due to data and language barriers, seven of these 45 countries' policies were not available and therefore could not be analyzed. Nevertheless, the available data for these seven countries from the World Bank's *Women, Business and the Law* has been inserted into the government policy matrix (World Bank, 2018). Based on data gaps and the unavailability of policies, across the 22 measurement indicators used for the analysis, 12.6 percent of the entries are listed as 'not found'.

The policy mapping focused on five policy areas that together could form an enabling environment for women's empowerment and gender equality in the energy sector (See Annex for full list of indicators):

- Female participation and representation
    - Female Representation in Policy
    - Female Representation in National Decision Making
    - Female Representation in Energy Business

[4] The findings in the landscape are in line with *Energizing equality: The importance of integrating gender equality principles in national energy policies and frameworks* report which analyzed a 192 national energy frameworks from 137 countries, in which a third of the frameworks had some form of gender considerations (Prebble & Rojas, 2017A).It is also in line with *The enabling power of energy in promoting gender equality: Gender in the SEforALL country action process documents* report which analyzed 67 SEforALL country action process documents of which 84% (56 documents) included gender considerations to some extent (Prebble & Rojas , 2017B). Please refer to these two reports for additional insights into the policy landscape of women's empowerment in the energy sector.

- Women's economic empowerment
    - Gender Equality
    - Female Entrepreneurship
- Education & awareness raising
    - Higher Education
    - STEM education
    - Awareness raising
- Labor rights
    - Maternity leave and insurance after maternity leave
    - Childcare provisions
- Implementation
    - Clear implementation plan
    - Clear monitoring and evaluation mechanism
    - Gender responsive budgeting

The landscape does not look to compare countries progress but rather to provide an overview of the components of women's empowerment found in energy policies and energy components found in gender policies across the HICs. It emphasizes the County Mapping Matrix (see Annex) findings, which measures how enabling the policy environment is for women's empowerment in the energy sector across several indicators. This highlights the status of women's empowerment in the energy sector, the gaps and good practices to be replicated. It should be noted that the landscape does not highlight the overall status of gender in HICs, it only focuses on the energy sector specifically. This means that a country may not have elements of women's empowerment within energy policies or gender policies (only in so far as it refers to the energy sector) but may well have a lot of women's empowerment elements in other sectoral policies.

LANDSCAPE OF WOMEN'S EMPOWERMENT IN THE ENERGY SECTOR

GREEN LIGHT (100-67)	AMBER LIGHT (66-34)	RED LIGHT (33-0)
Most elements of a strong policy framework to support women's empowerment in the energy sector are in place.	Significant opportunities exist to strengthen the policy framework to support women's empowerment in the energy sector	Few or no elements of a supportive policy framework for women's empowerment in the energy sector has been enacted

	Income level	Female Participation & Representation	Women's Economic Empowerment	Education & Awareness Raising	Labor Rights	Implementation
HI category: Energy Efficiency						
Australia	HI	11	33	50	100	83
Brazil	UMI	28	33	75	100	83
Canada	HI	11	50	50	100	100
China	UMI	61	50	75	67	83
France	HI	56	33	50	100	83
Germany	HI	0	33	75	67	33
India	LMI	44	67	75	33	67
Italy	HI	28	17	0	100	50
Japan	HI	22	33	75	67	33
Korea, Rep.	HI	17	17	50	100	67
Nigeria	LMI	28	33	75	67	83
Russian Federation	UMI	0	0	0	100	33
Saudi Arabia	HI	28	0	0	33	33
South Africa	UMI	56	83	75	67	100
Thailand	UMI	0	17	50	67	67
United Kingdom	HI	11	50	50	83	83
United States of America	HI	17	17	100	33	0
Average in indicator		25	33	54	75	64

HI category: Renewable Energy						
Australia	HI	11	33	50	100	83
Brazil	UMI	28	33	75	100	83
Canada	HI	11	50	50	100	100
China	UMI	61	50	75	67	83
France	HI	56	33	50	100	83
Germany	HI	0	33	75	67	33
India	LMI	44	67	75	33	67
Italy	HI	28	17	0	100	50
Japan	HI	22	33	75	67	33
Korea, Rep.	HI	17	17	50	100	67
Nigeria	LMI	28	33	75	67	83
Russian Federation	UMI	0	0	0	100	33
Saudi Arabia	HI	28	0	0	33	33
Spain	HI	11	50	50	100	83
Turkey	UMI	44	50	75	67	83
United Kingdom	HI	11	50	50	83	83
United States of America	HI	17	17	100	33	0
Average in indicator		25	33	54	77	64

	Income level	Female Participation & Representation	Women's Economic Empowerment	Education & Awareness Raising	Labor Rights	Implementation
HI category: Electrification						
Angola	LMI	44	50	75	67	83
Bangladesh	LMI	33	83	75	67	67
Burkina Faso	LI	17	0	0	100	0
Chad	LI	17	33	75	100	50
Congo, Dem. Rep.	LI	0	0	0	67	0
Ethiopia	LI	50	33	50	33	50
India	LMI	44	67	75	33	67
Kenya	LMI	67	67	75	100	83
Malawi	LI	44	100	75	50	100
Mali	LI	33	0	0	100	0
Mozambique	LI	17	50	50	67	83
Myanmar	LMI	33	50	75	33	83
Nigeria	LMI	28	33	75	67	83
South Sudan	LI	50	67	75	17	67
Sudan	LMI	50	17	0	67	0
Tanzania	LI	50	50	100	100	50
Uganda	LI	50	50	50	67	33
Average in indicator		37	44	54	67	53
HI category: Clean cooking						
Afghanistan	LI	33	83	50	67	100
Bangladesh	LMI	33	83	75	67	67
China	UMI	61	50	75	67	83
Congo, Dem. Rep.	LI	0	0	0	67	0
Ethiopia	LI	50	33	50	33	50
Ghana	LMI	33	33	100	67	100
India	LMI	44	67	75	33	67
Kenya	LMI	67	67	75	100	83
Mozambique	LI	17	50	50	67	83
Myanmar	LMI	33	50	75	33	83
Nigeria	LMI	28	33	75	67	83
Pakistan	LMI	17	33	75	33	67
Philippines	LMI	0	33	50	67	67
Sudan	LMI	50	17	0	67	0
Tanzania	LI	50	50	100	100	50
Uganda	LI	50	50	50	67	33
Average in indicator		35	46	61	63	64

Table 1:Overview of HICs Women's Empowerment in the Energy Sector Landscape

Income key: LI: Low Income, LMI: Lower middle income, UMI: Upper middle income, HI: High income

All the countries that have been reviewed in this paper have been divided according to their respective SDG targets: electrification, clean cooking, energy efficiency and renewable energy (see Annex for Mapping Matrix). Furthermore, each country has been tagged with their income level. This is to underscore that generally, HICs for electrification and clean cooking tend to be within the low income and lower middle-income groupings except for China which is considered an upper middle-income country. On the other hand, HICs for renewable energy and energy efficiency tend to be in the upper middle income and high-income brackets apart from India and Nigeria who are within the lower middle-income bracket. Across all the HICs for each SDG target and across all indicators, the average is within the amber light which indicates that in all HICs there is significant opportunities exist to strengthen the policy framework

to support women's empowerment in the energy sector across all indicators. The clean cooking and electrification HICs have also been on average within the amber light across all indicators except for the Labor Rights indicator for electrification HICs being within the green light. The HICs for energy efficiency and renewable energy are on average within the red light for the female participation & representation and women's economic empowerment indicators which underscores that few or no elements of a supportive policy framework for these indicators have been enacted. In terms of the education & awareness raising and implementation indicators these HICs are within the amber light. The energy efficiency and renewable energy HIC are on average in the green light for labor rights. A more detailed overview of the various indicators and the landscape is provided below.

FEMALE PARTICIPATION AND REPRESENTATION

Female participation and representation was measured on three fronts: female representation in policy, in national decision making and in energy business. This section highlights some of the key findings of the sub-indicators used under each of the former mentioned indicators. For a more detailed overview of all the sub-indicators used to measure female participation and representation, refer to the Annex.

Figure 2: Does the policy apply a gendered lens to electrification, clean cooking, renewable energy and/or energy efficiency

Income key: LI: Low Income, LMI: Lower middle income, UMI: Upper middle income, HI: High income

In terms of women's representation in policy, the analysis attempted to highlight whether policies had adequately represented women and women's issues in relation to energy. Hence, under the female

participation and representation figure, one of the sub-indicators looks at whether either or both energy and gender policy applies a gendered lens to electrification, clean cooking, renewable energy and/or energy efficiency. The analysis identified that 48 percent of the analyzed countries' energy and/or gender policy applied a gendered lens to electrification, clean cooking, renewable energy and/or energy efficiency (see figure 2). This translates into 12 HICs for clean cooking (CC), 14 for electrification (EL), 6 for renewable energy (RE) and 6 for energy efficiency (EE) do apply a gendered lens to at least one of the SDG 7 targets. Interestingly, most of country policies that applied a gendered lens to the various energy targets are HICs for clean cooking and/or electrification. Subsequently, the majority of HICs that apply a gendered lens to at least one of the SDG 7 targets are from the developing world and within the low or low-middle income brackets, with the majority being in Sub-Saharan Africa. Meanwhile, there is less mention of gender in relation to any SDG 7 target in HICs of EE and RE. Thus, fewer policies from UMI and HI countries tend to relate gender to energy in their policies. As noted in the literature review section above, the link between energy poverty, gender and clean cooking is well established. Therefore, **it is likely that countries with energy issues relating to electrification and clean cooking tend to have a clearer gendered lens in their policies**. On the other hand, the link between gender, scaling up renewable energy technologies and energy efficiency is a relatively new topic in the energy-gender space, thus, it is not as clear or established as the links to energy poverty and clean cooking, which explains the lack of policies relating gender to energy in RE and EE HICs.

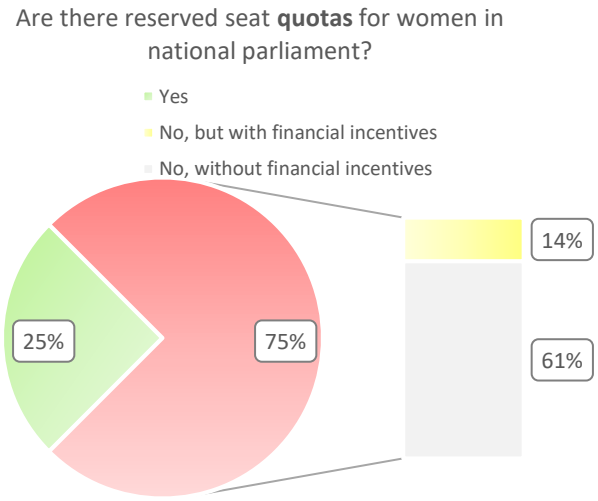

Figure 3: Reserved seat quotas or incentives for women in parliament

Female representation in national decision making was measured based on the existence of reserved seat quotas for women in national parliaments and financial incentives to include women on candidate lists for national parliament elections. The use of quotas has been a controversial tool to increase women's national decision making. The political empowerment indicator of the Global Gender Gap Report is scored on

females with seats in parliament over male value, females at ministerial level over male value and the number of years with a female head of state (last 50 years) over male value. It should be noted that only three developing countries (two lower middle income and one lower income) have ranked in the top 10 countries for political empowerment and these countries have used quotas to increase women's representation which has translated into active female participation and greater gender parity overall (World Economic Forum, 2017). On the other hand, the rest of the countries are high income countries-four from the Scandinavian peninsula and two from Europe- and tend to have incentives to scale up women's representation in national decision making rather than quotas. Based on the landscape, only 25 percent of HICs had reserved seat quotas and of the 75 percent without a quota in place only 14 percent have incentives to include women on candidate lists for national parliament elections and subsequently in national decision making (see figure 3). Of the countries with reserved seat quotas, they are lower income, lower middle income and upper middle-income countries apart from Saudi Arabia being a high-income country. On the other hand, of the 14 percent who do not reserved seat quotas but have incentives, countries span across lower income, lower middle income and high-income brackets. There have been too few mechanisms deployed (both stringent quotas or incentives) across the HICs analyzed, regardless of income grouping, to deliver a notable increase the representation of women in national decision making., in the few instances that reserved seat quotas have been used, it has been from developing HICs.

Figure 4:Policy targets for women in management positions.

Only 20 percent of the HICs have nationally set targets for women in management positions in the energy sector (see figure 4). Only 22 percent of HICs had targets for women in general employment within the

energy sector. Of the country policies with such management targets, 67 percent are high income countries, 11 percent are upper middle-income countries, 11 percent are lower middle-income countries and 11 percent are low income countries. Of the country policies with such employment targets, 40 percent are high income countries, 40 percent are upper middle-income countries, 20 percent are lower middle-income countries and none are low income countries. This highlights that women's representation in energy businesses within policy is generally not addressed in HICs, in instances where it is addressed it tends to be in high income and upper middle-income countries for the most part.

SUMMARY

None of the analyzed HICs scored in the green light range. On average, female participation and representation within the energy sector across RE and EE HICs are within the red light range, which indicates that few or no elements of a supportive policy framework for female participation and representation in the energy sector has been enacted. On average the HICs for electrification and clean cooking were in the amber light, which underscores that significant opportunities exist to strengthen the policy framework to support females' participation and representation in the energy sector. Most of country policies that applied a gendered lens to the various energy targets were HICs for clean cooking and/or electrification. This may be attributed to the well-established and covered link between energy poverty, gender and clean cooking which is not the case between the link of renewable energy, energy efficiency and gender. Moreover, there are not enough policy provisions to support the increase in the representation of women in national decision making. Furthermore, women's representation in energy businesses within policy is generally not addressed in HICs, in instances where it is addressed it tends to be in high income and upper middle-income countries.

Case Study 2: RWANDA AND GENDER

Rwanda's history played a significant role in its current gender situation. After the Rwandan Genocide, women constituted between 60 to 70% of Rwanda's population (Warner, 2016).Thus, necessity brought Rwandan women into the workforce much like other conflicts and wars have brought women into the workforce elsewhere. However, Rwanda's policies have sustained women's workforce participation.

The Global Gender Gap Report 2017, published by the World Economic Forum, places Rwanda as the 4th country in the global ranking on progress made towards gender parity (World Economic Forum, 2017). With regards to the Economic Participation and Opportunity indicator in the Global Gender Gap report, Rwanda is a world leader with 88.4% female labor force participation as well as with a low gender pay gap, where women earn 86 cents for every dollar men do. Furthermore, Rwanda is also a world leader in the female participation in the national parliament, with 61.3% of seats being taken by women. The high percentage achieved in Rwanda is a result of an imposed quota, reserving 30% of seats in the parliament for women. There is also strong commitment to gender equality in Rwanda's Ministry of Infrastructure as exemplified by Tom Rwahama, the Energy Sector Secretariat Coordinator who emphasized that "*We employ women not because we just want to achieve a targeted number of women, but because we want to empower them.*"

Case Study 3: SPAIN--ARE QUOTAS ENOUGH?

Spain has adopted gender quotas in electoral and corporate boards to increase participation of women in political and economic decision-making. Spanish Constitutional Act 3/2007 of 22 March for Effective Equality between Women and Men obliged public companies and listed firms to reach a balanced presence of women and men on their boards of directors within eight years of this Act's entry into force (Ministerio de Igualdad – Boletín Oficial del Estado, 2010). However, there were no sanctions for noncompliance, which reduced the effectiveness of the statutory policy which in turn did not bring the expected results.

On the other hand, the same law was also adopted within the government, which introduced balanced participation of women and men in lists of candidates to public office and decision-making, to include a minimum of 40 per cent and a maximum of 60 per cent of either sex. Non-compliance results in the withdrawal of party lists. As a result, it has effectively promoted equality in political representation (European Parliament, 2016).

While quotas do drive more women into given roles quickly and are valuable in this sense to both governments and companies, it is not enough on its own to empower women. Only alongside capacity building, training and methods of empowering women can they be fully useful and effective.

WOMEN'S ECONOMIC EMPOWERMENT

Figure 5: Number of policies which mentions increasing women's employment in the energy sector

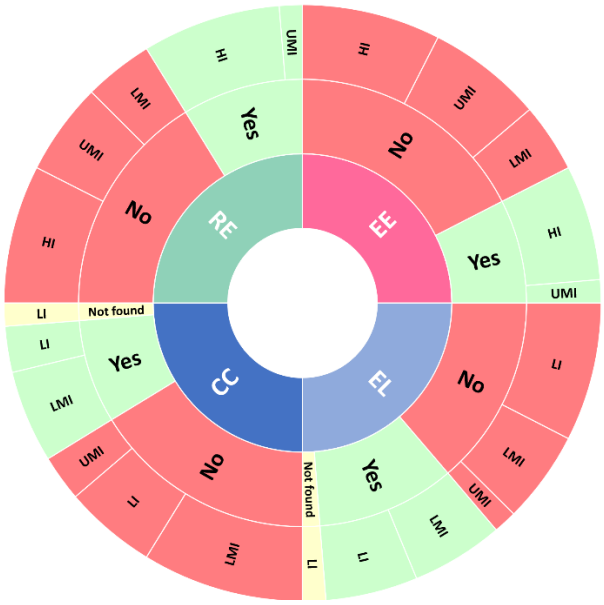

Figure 6: Number of countries in which the law mandates equal remuneration for work of equal value

Gender equality and female entrepreneurship were used to measure women's economic empowerment in the energy sector. Only 15.5 percent of all the analyzed country policies mentioned increasing women's employment in the energy sector. As can be noted by figure 5, there were more electrification (EL) and clean cooking (CC) HICs that mentioned increasing women's employment which may be attributed to the well-established link between gender, energy poverty and clean cooking that is at times accompanied by the notion that women can better deliver energy solutions to other women. Moreover, about 47 percent of HICs' policies mention investing in gender equality activities. . Only 16 percent of HICs policies mentioned women's economic empowerment in relation to the energy sector of which the majority are electrification HICs. Similarly, only 18 percent of the countries analyzed had a policy with provisions to support women run energy startups or women's entrepreneurship in the energy space, except for South Africa all the countries were HICs for clean cooking and electrification. Furthermore, only 40 percent of the HICs have a law mandating equal remuneration for work of equal value. The 40 percent of HICs that do mandate equal pay are more less evenly distributed across the SDG 7 target HICs. Of the 58 percent that do not mandate equal pay for work of equal value, 19 percent are lower income, 33 percent are lower middle income, 19 percent are upper middle income and 29 percent are high income countries (see figure 6).

SUMMARY

None of the HICs scored in the green light range, across the multiple dimensions assessed. On average, women's economic empowerment in RE and EE HICs are within the red light range, which indicates that few or no elements of a supportive policy framework for women's empowerment in the energy sector have been enacted. On average the HICs for EL and CC were in the amber light range, which underscores that significant opportunities exist to strengthen the policy framework to support women's empowerment in the energy sector. However, it should be noted that the difference across indicators for HICs on average only had about a 10-point difference. Across all indicators, the total number of policies which had provisions for women's empowerment is generally low across all HICs. Moreover, the lack of policy provisions for women's empowerment such as equal remuneration for equal work was not significantly different across the 4 income brackets, with most countries without provisions being high income or lower income countries.

Case Study 4: ICELAND -- CLOSING THE GENDER GAP

According to the World Economic Forum Global Gender Gap report 2017, Iceland is the country with the smallest overall gender gap in the world (World Economic Forum, 2017). Iceland has ranked first for consecutive 9 years. Based on an interview with the Icelandic Ministry of Energy, the countries gender equality efforts are also reflected in the energy sector. For a long time, it has been the focus of various energy companies, such as Reykjavik Energy to promote gender equality and equal opportunities. Moreover, the last 4 of 5 energy ministers have been women.

The latest example of Icelandic gender equality policy is the equal pay law, an amendment to the 2008 legislation on equal position and equal pay right of women and men. With this law, from January 2018 all companies with 25 or more employees are obliged to obtain a "Pay Equality Certification", issued by professional consultancy firms (Ólafsson, 2017). Certifiers must submit a report for each certified case to the public Centre for Gender Equality. The certification will have to be renewed every three years. With the law, the Icelandic government aims to eliminate the unexplained gender pay gap between women and men, which amounted 5.7 percent in 2013

EDUCATION & AWARENESS RAISING

Figure 7: Number of country policies that has provisions to create awareness on gender in the energy sector.

The education and awareness indicator highlighted policy efforts to close the gender qualification gap in the energy sector. The indicator was measured on three fronts: increasing women's access to higher education, increasing women in STEM education and awareness raising around gender issues. SEforALL's *Opening Doors* report highlighted that often social norm barriers and a lack of awareness have hindered gender mainstreaming in the energy sector (Morris, et al., 2017). The majority of examined HICs across the SDG 7 targets – 71 percent – have provisions to raise awareness around gender issues (see figure 7). This highlights the acknowledgement of the importance of gender equality, women's representation and gendered issues. However, many awareness raising provisions were found in gender policies whereas those that have been found in energy policies tend to be from electrification and clean cooking HICs that aims to raise awareness around clean cooking, energy poverty and gender. Furthermore, only 16 percent of all HICs mentioned women in STEM in relation to the energy sector specifically, these countries are evenly split across SDG 7 targets and income brackets.

SUMMARY

None of the analyzed HICs were in the green light range. However, on average, education & awareness raising in all HICs are within the amber light range, which indicates that a lot has been done on this front globally but there are still significant opportunities exist to strengthen the policy framework around education & awareness raising to close the gender gap within the energy sector.

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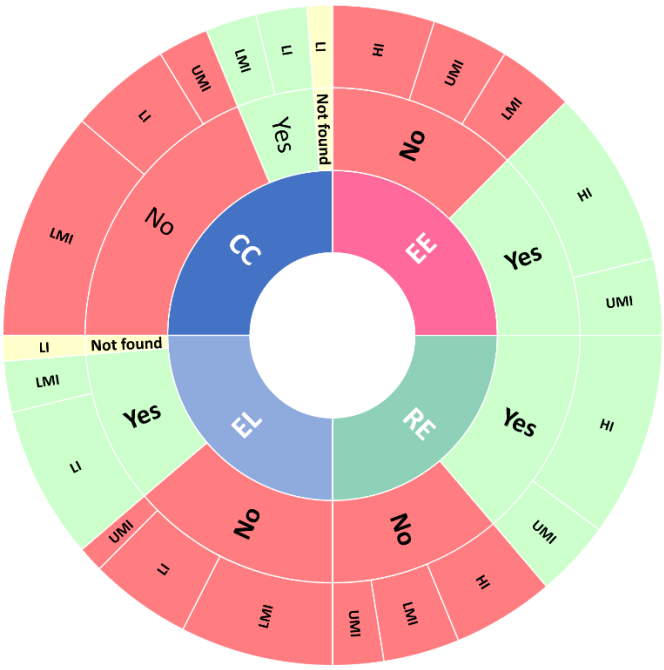

Figure 8: Number of countries where mothers are guaranteed an equivalent position after maternity leave

Appropriate labor law is necessary to ensure gender equality, non-discriminations and women's empowerment. As such, labor rights have been measured on the length of maternity/parental leave, guarantee to return to an equivalent position after maternity leave and childcare provisions. Being forced to return to work shortly after having given birth or during stressful family circumstances can not only physically drain workers but also may affect them mentally. Positively, in 73 percent of HICs women are ensured more than 60 days of paid maternity leave. Only 7 percent of HICs have paid maternity leave of less than 60 days and only 2 percent do not have paid maternity leave. Moreover, 76 percent of HICs have policy provisions for childcare. However, less than half – 44 percent - of HICs guarantee an equivalent position after maternity leave. Of the HICs that do not guarantee an equivalent position, the majority (42 percent) are from lower middle-income countries and (21 percent) are from lower income countries (see figure 8). This poses a big barrier to attaining gender equality throughout countries, as well as within the energy sector specifically. Based on the lack of legal provisions to secure women's jobs, should women take the time off post pregnancy for their personal and family wellbeing, they risk losing their positioning in their careers. On the other hand, the pressure for women to return to work quickly after pregnancy puts at risk both their personal wellbeing and that of their family.

SUMMARY

Three groupings of HICs (EL, RE and EE) are on average within the green light range, which indicates that most elements of a strong policy framework to support women's labor rights are in place in the majority of HICs. The CC HICs on average fall within the amber light range, which indicates that there are still significant opportunities to strengthen the policy framework on women's labor rights. An overwhelming majority of HICs offer maternity leave beyond 60 days and child provision which allows women in the energy sector to maintain a healthy work-family balance. However, women are not guaranteed an equivalent position after maternity leave in more than half of HICs which may affect women's work-family balance.

Case Study 5: SWEDEN --ENOUGH TIME TO SHARE

Sweden has taken great strides to ensure that women do not have to choose between having a family or a career. By international standards, Sweden has gone beyond most countries parental leave standards by granting 480 days of paid parental leave for the birth or adoption of a child (SWEDEN.SE, 2018). Each parental is entitled to 240 days of the paid parental leave and 90 days are reserved exclusively for each parent but can be transferred from one to the other. Of the 480 days, for 390 days parents are entitled to about 80 percent of their normal pay calculated on a maximum monthly income of SEK 37,083, as of 2015 (SWEDEN.SE, 2018). The remaining 90 days are paid at a flat rate. Moreover, those who are not employed such as students are also entitled to paid parental leave. In addition, the parental leave applies to each child (except in the case of multiple births) and can be taken up until a child is 8 years old. Parents also have the legal right to reduce their working hours by 25 percent when returning to work, although they are still paid on based on the time put in.

Sweden's parental leave not only gives women the time they need to recover after a pregnancy or for family life to reduce the barriers to women's career development, it also has a flexible leave policy which can be shared amongst both mother and father over a prolonged period. Allowing women to make the transition back into the workforce at their own pace, without pressure or fear of it having negative ramifications on their careers. Furthermore, it allows society to change men and women's relative positions in the division of labor when starting new families. Thus, giving women more choices but also sharing the career break and division of labor in child rearing with their counterparts.

IMPLEMENTATION

A lack of implementation mechanisms or issues with implementation lessens the likelihood that objectives set in policies will be achieved, meaning that it is less likely for policy to be translated into actual visible progress (Weaver, 2010). As such, the mapping matrix included an implementation indicator which was measured on three fronts: whether the implementation plan, monitoring and evaluation and gender responsive budgeting is clearly stated. A higher weight was given when both gender and energy policies had these provisions to if only one policy or no policy had them.

Figure 9: Is the policy implementation plan clearly stated?

Figure 10: Is gender responsive budgeting mentioned?

Of all the HICs, 60 percent had clearly defined implementation plans in both energy and gender policies and 13 percent had it in one of the policies. Of the 40 percent of countries without clearly defined implementation plans, 80 percent were HICs for CC and 60 percent were lower income countries (see figure 9). Furthermore, 44 percent of HICs had a monitoring and evaluation mechanism clearly defined in both energy and gender policies, whereas 27 percent of HICs had a monitoring and evaluation mechanism clearly defined in either gender or energy policies. In terms of gender responsive budgeting, only 13 percent of HICs had clearly defined plans in both energy and gender policies, most of which are lower or lower middle-income countries. Moreover, 42 percent of HICs had gender responsive budgeting mechanisms in either gender or energy policies (more in gender than energy policies). Of the HICs who do not mention gender responsive budgeting in both energy and gender policies, 43 percent are low income countries, 14 percent are upper middle-income countries and 43 percent are high income countries.

SUMMARY

None of the HICs are on average within the green light range. All HICs are on average within the amber light range, meaning that most HICs have some measures of implementation but there are still significant opportunities to strengthen the implementation of policy frameworks. Most countries have implementation mechanisms in both energy and gender policies or at least in one of the policies, and most of countries without any clear implementation in both policies are low income countries. This may be attributed to the exorbitant cost of implementation which is a barrier to low income countries ability to properly define, plan and execute implementation plans.

GAPS & RECOMMENDATIONS

The identified gaps in the existing policy landscape can be summarized as follows:

- There are few or no elements of a supportive policy framework for female participation and representation as well as women's economic empowerment in the energy sector in RE and EE HICs. This is attributed to the fact that the link between renewable energy, energy efficiency and gender needs to be more clearly defined.
- There are not enough mechanisms to support the increase in the representation of women in national decision making.
- Women's representation in energy businesses within policy is generally not addressed, in instances where it is addressed it tends to be in high income and upper middle-income countries for the most part.
- Across all indicators, the total amount of policies which had provisions for women's empowerment is generally low across all HICs.
- A lot has been done on this front globally but there are still significant opportunities exist to strengthen the policy framework around education & awareness raising to close the gender gap within the energy sector.
- Women are not guaranteed an equivalent position after maternity leave in more than half of HICs which may affect women's work-family balance.
- The majority of countries without any clear implementation are in low income countries.

The way forward on further research can be summarized as follows:

- Clear metrics for women's empowerment in the energy sector can be built out using this working paper as a starting point.
- The scope of the paper can go beyond the HICs to provide a more evenly distributed geographic analysis which may further highlight trends by region and income levels.
- A deeper dive into the countries analyzed can provide a more contextualized perspective on women's empowerment policy and implementation.

BUSINESS POLICIES

OVERVIEW OF PRIVATE SECTOR POLICY CONTEXT

There is a large body of literature about the impact of companies' internal policies on their corporate financial performances. The literature analyzes how internal policies can economically and statistically positively impact turnover and productivity, as well as on long-term financial performance indicators. Specifically, studies have tested how diversity, supported by appropriate internal policies, can be linked to greater sales revenue, enhanced market share and relative profits. Gender diversity in the workplace has been linked to an increased number of customers and greater relative profits (Herring, 2009).

Although gender equality in the workplace remains an enduring challenge, companies understand that Corporate Social Responsibility (CSR) can be a powerful tool to engage with societal challenges in the marketplace (Brooke-Marciniak, et al., 2015). The European Commission pointed at gender equality in the workplace as an issue to be solved within the European Union CSR agenda. It invites businesses to create more gender balance which benefits the business and society at large (Commission of the European Communities, 2002). Businesses could play a key role in improving women's lives, as well as the uptake of women throughout the workforce and in senior management (Grosser & Moon, 2005). In 2004, the Calvert Women's Principles were introduced in partnership with United Nations Entity for Gender Equality and the Empowerment of Women (UN Women). They are the "first systematic effort to apply established labor and human-rights standards that protect women specifically to corporate conduct" (Calvert Impact Capital, 2018). The principles provided a tool for investors to assess corporate performance on gender and it provided standards that companies could use to measure their progress on gender equality.

In 2010, the United Nations Women introduced the "Women's Empowerment Principles" which had been adapted from the Calvert principles (UN Global Compact and UN Women, 2018). The Women's

Empowerment Principles offer guidance on empowering women in companies, the market place and the community (UN Global Compact and UN Women, 2018). Moreover, it emphasizes the business case to promote gender equality and women's empowerment. The key issues addressed include equal pay, management accountability for measurable progress in hiring, training, retention and promotion of women and equitable policies regarding layoffs, contract work and temporary work.

Furthermore, women's recruitment for managerial and board position are covered in the UN Principles. This underscores the importance given to women's participation throughout business decision making and governing roles in the international arena. To monitor progress on gender justice and adherence to the Principles in corporate settings, it is proposed that progress is tracked and reported using a predefined set of indicators (Grosser, 2009). Research shows that companies adhere to some forms of monitoring and evaluation of gender progress by publishing extensive CSR reports which strive to include social inclusion and gender equality. However, it has also been shown that companies reporting on gender and diversity predominantly do it as part of their CSR reporting albeit lacking on important respects. Moreover, CSR reporting still does not sufficiently represent women (Grosser, 2009).

Overall, there has been several voluntary pledges and principles guiding women's empowerment in the energy sector. However, very rarely is women's empowerment as pronounced in law and policies, thus not legally obliging companies to adhere to certain gender balances in management and in the workforce. Furthermore, due to the voluntary nature of women's empowerment principles in the private sector and reporting on gender progress in companies, there is often a lack of reporting and/or relevant data for analysis on the private sector status on women's empowerment. Moreover, women's empowerment principles and policies are often focused on broad gender objectives with no energy specific principles and reporting mechanisms which further hinders women's empowerment analysis in private energy companies. Thus, as a first step this chapter provides a landscape of the biggest private energy companies positioning on women's empowerment.

LANDSCAPE OF PRIVATE SECTOR POLICY

We reviewed 85 companies based on their potential to drive change as either an 'influencer' or a 'leader' as described in the methodology. This was the main criteria for choosing companies to study and no minimum geographic, sectorial, nor company role representation was considered (ex. 10 companies from each energy sub-sector). However, consequently, there were companies from 15 HICs represented in the findings (see ANNEX 4). The greatest portion of companies came from Europe and Central Asia. To give a sense of the archetype of the companies that were studied, among the companies in the resulting sample, revenue information was available for 41 of them, and the average revenue among these 41

companies was just over $35 Billion. The landscape aims to provide an overview of where progress on women's empowerment is being made in energy businesses, as well as to identify gaps and barriers to women's empowerment in energy businesses. The landscape lays out the company categories that have been reviewed, which of the companies have women's empowerment related policies and the type of policies that companies have. Furthermore, companies' management targets are highlighted, good practice case studies are shared and interesting correlations in the reviewed company list is identified.

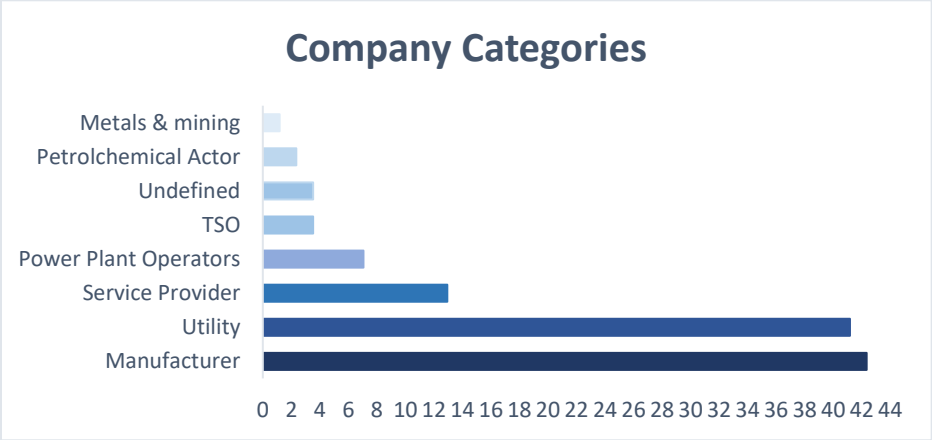

Figure 11:Types of companies reviewed

As noted in figure 11, of the 85 companies that have been analyzed 42 percent manufacture products, 41 percent provide utility services, 13percent provide services which are not related to utilities (such as after-sale services, maintenance, energy audits and, energy efficiency related services) , 7 percent are power plants operators, 4 percent transmission service operators (TSOs), 2percent are petrochemical energy actors and only one percent are active within the metals and mining sector. The companies' geographic location was not a selection criterion, however a full list of companies by their geographic location can be found in the Annex.

POLICIES IDENTIFIED IN COMPANIES

The overall analysis of the gathered data and information identified three major categories of policies: a) human resources (HR) dealing with hiring practices and parental program; b) corporate social responsibility initiatives, striving to help women and communities around the company but not directly involved in the company's activities; c) women's empowerment policies providing an improved work environment to women within the company and improving the company's 'gender culture'. Under each of these policy

areas, specific sub-categories have been identified. The list below presents the categorization details for each policy area:

a) Human Resource (HR)

- **HR – Workforce Diversity**: Company's policy aiming at increasing percentage of women in the overall workforce. Example: Target of 30 percent of women in the workforce by 2020.
- **HR - Management Diversity**: Company's policy aiming at increasing percentage of women in various levels of managerial positions (management, middle-management, senior management, board of directors, executive committee). Example: Target of 30 percent of women in senior management positions by 2020.
- **HR - Parental Program**: Company's policy aiming at enhancing parental leave time, flexible hours, work-family time management etc. Example: Increase of 4 weeks the number of weeks for parental leave.

b) Corporate Social Responsibility (CSR)

- **CSR - Educational programs for enhanced future workforce diversity**: Company's initiative under its corporate social responsibility program aiming at spreading the word about STEM field and initiate high school and/or universities students towards the company's work environment. Example: Career awareness workshop in Engineering schools.
- **CSR – Women and communities support**: Company's initiative under its corporate social responsibility program aiming at helping women in the communities and/or the whole communities where the company's activities are located.

c) Women's Empowerment (WE)

- **WE – Workforce**: Company's policy aiming at the implementation of practices for women empowerment throughout the overall workforce. Example: Eliminate gender-based pay gap.
- **WE – Management**: Company's policy aiming at the implementation of practices for women empowerment for women in managerial positions. Example: Implement leadership training focus on career advance for women in middle management positions.

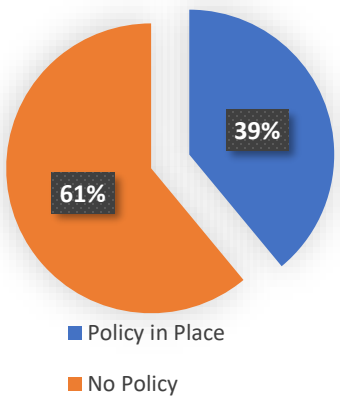

Figure 12:Women's empowerment policies in energy companies

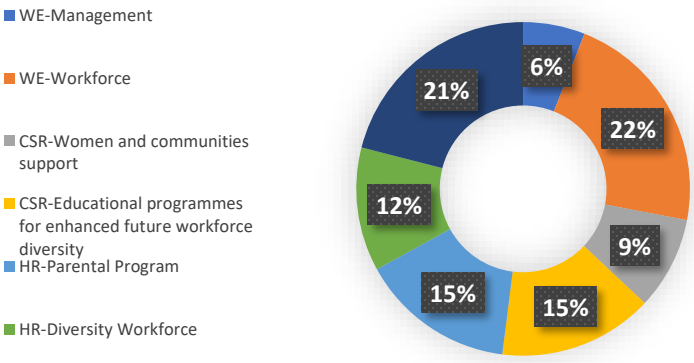

Figure 13: Types of women's empowerment policies

As noted by figure 12, 39 percent (33 companies) of the 85 companies that were analyzed had at least one of the policy categories mentioned. Figure 13 highlights the breakdown of policy types found in 33 of the 85 companies that were analyzed. Of the 33 companies having at least one policy implemented, 52 percent were manufacturers, 42 percent were utilities, 21 percent were service providers, 9 percent were TSOs and 6 percent were petrochemical actors.

The most common policy across the 33 companies was the WE – Workforce policy which has been found in 45 percent of companies with existing policies. The HR – Diversity Management policy accounted for 42 percent, both the CSR – Educational programs for enhanced future workforce diversity and the HR – Parental Program accounted for 30 percent respectively and the HR – Diversity Workforce policy accounted for 24 percent of the 33 companies with internal policies. The least covered policies in the 33 companies were CSR – Women and communities support which was present in only 18 percent of the 33 companies and WE – Management policies were only in 12 percent of the 33 companies.

None of the analyzed companies have implemented all seven policy sub-categories although 15 have been classified under more than one category. Moreover, of the 15 companies that have established their commitment to empower women within their organizations, only 4 of them clearly stated which initiatives and activities will be undertaken to accomplish their objectives. Furthermore, large corporations whose activities are in more than one country, tended to show increased commitment to enhancing the diversity of their workforce, devoting time and investments in activities dedicated to women and to local communities.

Case Study 6: WHY SHOULD MORE COMPANIES INSTITUTE FAMILY/PARENTAL POLICIES?

The review highlighted that only 10 out of the 85 companies that have been reviewed have some sort of parental policy in place. Family leave has had a positive impact on businesses, studies show that with family-friendly provisions firms have improved retention, continuity, productivity, recruitment and higher moral and commitment (Cross River Partnership, 2016).

An Interview with Schneider Electric and The Global Family Leave Policy

About: Schneider Electric (SE) is a European multinational company, headquartered in Rueil-Malmaison, France and specialized in manufacturing automation controls, software's and services. The company considers gender balance as an accelerator for innovation and has a motto of "diversity, inclusion and equal employment opportunities for all". Additionally, SE has focused on gender related policies, specifically ambition of women recruitment globally, which made it interesting to scrutinize the company's policies deeply.

Approach: The interview highlighted the challenges faced while implementing the gender-based policies. SE has "Global Family Leave" policy, which include "leaves in key life stages for welcoming a new baby, taking care of sick or elderly family members, and mourning the loss of a family member". The aim of Schneider Electric Global Family Leave policy is to decide the minimum standards across all the SE operating countries[5]. Also, there are no barriers in terms of resistance and opposition to the policy implementation itself but there might be country specific issues, cultural issues or legacy issues. To monitor their progress and impact of policies, SE asks their employees to complete "Engagement Survey" twice a year, and the "Engagement Scores" are the overall indicators of how the company is driving most of the people related policies.

Impact: Schneider Electric's global family leave policy showed a positive impact on the daily life of employees. The company has an internal website for communication and after launching the policy, there was an overwhelming positive response from the employees. They felt that the company cared for them and that their wellbeing was being considered.

COMPANIES' TARGETS FOR WOMEN IN MANAGEMENT

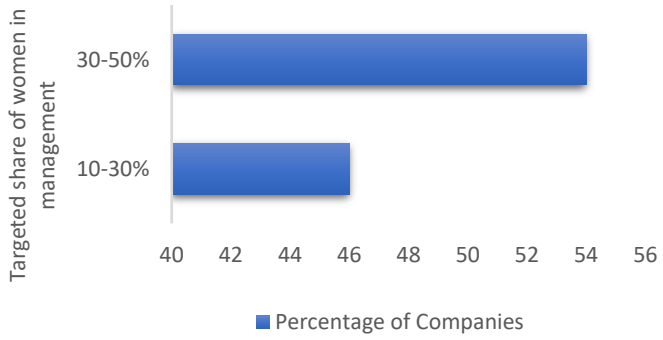

Figure 14:Company targets for women in management

The 14 companies with HR – Diversity Management policies have clearly defined targets and goals in terms of female percentage shares and deadlines. As noted by figure 14, 46 percent of companies with HR – Diversity Management policies aim to increase the share of women in managerial positions to 10 -30 percent. The remaining 54 percent of companies with WE-Management policies aim to increase the share of women in managerial positions to 30-50 percent. In terms of targets for diversity in managerial positions,

[5] Schneider Electric operates in 105 countries globally, a full list of countries is available at: https://tinyurl.com/Schneider-Operating-Countries

manufacturers and utilities as well as petrochemical companies have committed to increase the share of women in managerial positions. The average share of females in the workforce of the reviewed companies was about 24.69 percent. Orkuveita Reykjavíkur (Reykjavik Energy)was the only company which has reached gender parity in its management with 51 percent women in management (Orkuveita Reykjavikur, 2018). This may be attributed to the company's commitment to gender equality but it should also be noted that the 2010 Icelandic Act on gender quotas in company boards states that at least 40 percent of both sexes should be on corporate boards if a company has more than 50 employees (European Parliament, 2010).

Case Study 7: Reaching gender parity- lessons from Orkuveita Reykjavíkur

About: Orkuveita Reykjavíkur (OR) is an Icelandic company specialized in offering three main subsidiaries such as utilities (providing electricity, maintaining sewage system, cold water for consumption and hot water for heating), power plants with the combined output of 450 MW of electrical power and 1,100 MW of thermal power, and fiber optics (providing high speed internet connection). The company considers gender equality as a top priority and to consolidate the evidence, they have recently signed the "United Nations Equal Opportunities Treaty". OR is proud to make this international declaration which implies that the companies will be guided by benchmark activities primarily focused into gender equality. They also have an active gender equality committee.

Approach: Orkuveita Reykjavíkur has had an equal opportunities policy in place since the turn of the century. The company's leadership publicly stated that the company is committed to practicing equal rights—not just preaching it—and has emphasized the role of company culture in this respect. Actions were therefore essential and have included: action plans designed and implemented by equal opportunities committees within the group, targeted changes in leadership to advance women, teaming up with a local elementary school to make trades more attractive to girls, devising a statistical tool to eliminate gender pay gaps, and educating all employees on gender issues. Reykjavík Energy is the proud recipient of the Icelandic States Equal Opportunities Award for 2014 and the Icelandic Employers' Association's Equal Opportunities Award for 2015.

Impact: OR has 51 percent of women personnel in the top management. The company has also significantly reduced the unexplained gender pay gap from 6.90 percent in 2006 to 0.29 percent in 2017 (Orkuveita Reykjavíkur, 2017)

CORRELATIONS IDENTIFIED DURING THE REVIEW

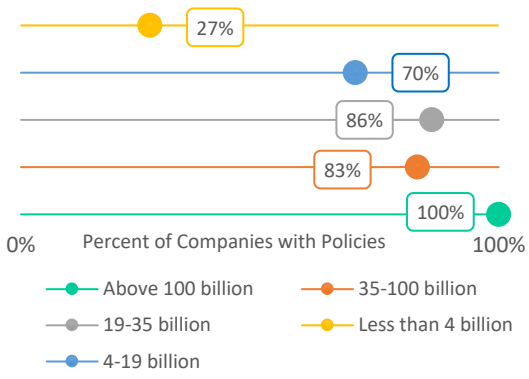

Figure 15: Company revenue relation to women's empowerment policy

Of the 41 companies with revenue information available, 25 had women's empowerment policies in place. Based on the review, more companies with higher revenues tended to have women's empowerment policies in place than companies with lower revenues as can be noted in figure 15. All the companies with revenues above 100 billion US dollars had women's empowerment policies in place, whereas only 27 percent of the companies that had revenues of less than 4 billion had women's empowerment policies in place. However, it is unclear whether there is any causal relationship between revenue and women's empowerment.

Although, the literature suggests that the relationship could be that higher diversity is good for business since it promises profits, return on investments and earnings (Herring, 2009). Other views suggest that diversity leads to more group conflict which "forces them to go beyond the easy solutions common in like-minded groups" and thus leads to better business performance (Herring, 2009). On the other hand, it may be that companies with larger revenues recognize the benefits of greater diversity, have greater interest in their public image and have more capital to institute relevant policies and programs to ensure greater

diversity. Moreover, the implementation cost of policies may be beyond the reach of smaller companies which could explain why companies with more revenue have policies in place.

Similarly, the companies with larger workforces tended to have more women's empowerment policies than smaller companies . All the companies with more than 300,000 employees had a women's empowerment policy in place, whereas none of the companies with fewer than 100 employees had any women's empowerment policies in place. This may be attributed to the cost of policy implementation as well, since companies with smaller workforces tend to have lower revenues. On the other hand, greater workforce size may naturally include more females through general employment which may create more internal expectations and pressure to empower women who are already in the organization.

Conclusion: Gaps & Recommendations

The identified gaps in the existing policy landscape can be summarized as follows:

- A general lack of publicly available company data which restricts the amount of analysis that could be done.
- Only 33 companies of the 85 companies that were analyzed had at least one policy under the categories assessed. This highlights a lack of diversity and inclusion policies within energy companies.
- In instances where there were internal diversity and inclusion policies, there has been very little done in terms of educational programs or other HR policy to increase gender diversity.
- A lack of impact indicators to analyze the effect that women's empowerment policies have had on companies' bottom line.
- Limited evidence and data linking financial indicators and women's empowerment

The way forward on further research can be summarized as follows:

- Gather available and needed impact indicators to be used for future analysis on the impact of women's empowerment policies on energy companies.
- Conduct further research on financial indicators relation to women's empowerment.
- Expand study to include smaller energy companies, to allow for analysis on differentiated experiences of smaller and larger companies in terms of empowering women within the company.
- Expand study to have companies more evenly geographically distributed to allow for geographic analysis on women's empowerment policies within energy companies.
- Conduct a series of interviews with companies who are diverse in terms of workforce size, revenue and geographic location to further highlight any good practices and/or barriers to women's empowerment in energy companies

WAY FORWARD

The following program of work is proposed for the People-Centered Accelerator Workstream 3 (Women's Empowerment) based on the findings of this working paper. The aim is to stimulate changes in policy in the public and private sector to support and empower women at all levels to engage in energy service delivery, to increase the availability of data and evidence to support the case for women's empowerment in the energy sector and to connect women in energy service delivery to others that can help build their capacity, mentor them or serve as role models.

1. **Advocate for changes in policy in the public and private sector to support and empower women at all levels to engage in energy service delivery.**
    a. Develop voluntary women's empowerment principles and targets in the energy sector for governments and businesses, to support and empower women at all levels to engage in energy service delivery.
    b. Collaborate with partners to elevate leaders in the public sector, non-profit and energy business community that can advocate for change in their countries and communities.
    c. Highlight good practices that can be replicated in HICs:
        ii. Working paper on women's empowerment in the energy sector to highlight good practices in creating enabling environments in governments and businesses.
        iii. Collection and dissemination of firsthand experiences of women working as energy entrepreneurs or working to advance women's empowerment or energy NGOs, or working in energy businesses and governments
2. **Gather data/metrics that are used to assess the number of women in the workforce (government and business) and in leadership positions, and the corresponding links to government/ business outcomes and performance.**
    a. Scoping paper on women's empowerment in the energy sector to gather data/metrics, identify data gaps and issues to be addressed.
    b. Proposal to supplement metrics
    c. Collaborate with partners to develop voluntary gender equality and women's empowerment reporting mechanism for businesses and governments to close existing data gaps
        i. Benchmark the performance of energy companies in terms of female representation and performance.

d. Engage other data collection agencies to incorporate more gender responsive energy indicators in existing data collection methods (OECD, UN Women, WHO, UNF etc.)

3. **Connect women working in energy service delivery with others that can help build their capacity, mentor them or serve as role models.**
    a. Connect women to networks, mentors and role models (in business and policy making) for peer to peer exchanges and to increase their access to career advancement and decision-making opportunities.
    b. Connect women to sources of funding and professional development opportunities that can help them build their skills including on empowerment, communications, leadership and negotiations.
    c. Raise awareness and encourage men to support women's professional development.
    d. Provide women with data on the business case that supports equal opportunity and treatment for women and the impact of women in decision-making roles.

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ANNEX 1: COUNTRY MAPPING MATRIX

	Female Participation and Representation						
	Female Representation in Policy		Female Representation in National Decision Making		Female Representation in Energy Businesses		
Country	Either or both energy and gender policy addresses women's decision making power in the energy sector	Either or both energy and gender policy applies a gendered lens to electrification, clean cooking, renewable energy and/or energy/efficiency	Are there reserved seat quotas for women in national parliament?	Are there financial incentives to include women on candidate lists for national parliament elections?	Either or both energy and gender policy have targets for women in management position	Either or both energy and gender policy have targets for women in general employment	Are there financial incentives to include women on corporate boards?
Afghanistan	No	Yes	Yes	No	No	No	No
Angola	Yes	Yes	No	No	No	Yes	No
Australia	No	No	No	No	No	Yes	No
Bangladesh	Yes	No	Yes	No	No	No	No
Brazil	No	Yes	No	No	No	Yes	No
Burkina Faso	No	No	No	Yes	No	No	No
Canada	No	No	No	No	Yes	No	No
Chad	Not found	Yes	No	No	Not found	Not found	No
China	Yes	Yes	Yes	No	No	Yes	No
Congo, Dem. Rep.	No	No	No	No	No	No	No
Ethiopia	Yes	Yes	No	Yes	No	No	No
France	No	Yes	No	Yes	Yes	Yes	No
Germany	No	No	No	No	No	No	No
Ghana	Yes	Yes	No	No	No	No	No
India	Yes	Yes	No	No	Yes	Not found	No
Indonesia (Policy unavailable, not found)	Not found	Not found	No	No	Not found	Not found	No
Iran, Islamic Rep.(Policy unavailable, not found)	Not found	Not found	No	No	Not found	Not found	No
Italy	No	No	No	Yes	Yes	No	No
Japan	No	No	No	No	Yes	Yes	No
Kenya	Yes	Yes	Yes	Yes	No	No	No
Korea, Dem. People's Rep.	Not found	Not found	Not found	Not found	Not found	Not found	Not found
Korea, Rep.	No	No	No	Yes	No	No	No
Madagascar(Policy unavailable, not found)	Not found	Not found	No	No	Not found	Not found	No

	Female Participation and Representation						
	Female Representation in Policy		Female Representation in National Decision Making		Female Representation in Energy Businesses		
Country	Either or both energy and gender policy addresses women's decision making power in the energy sector	Either or both energy and gender policy applies a gendered lens to electrification, clean cooking, renewable energy and/or energy/efficiency	Are there reserved seat quotas for women in national parliament?	Are there financial incentives to include women on candidate lists for national parliament elections?	Either or both energy and gender policy have targets for women in management position	Either or both energy and gender policy have targets for women in general employment	Are there financial incentives to include women on corporate boards?
Malawi	Yes	Yes	No	No	Yes	No	No
Mali	No	Yes	No	Yes	No	No	No
Mexico(Policy	Not found	Not found	No	No	Not found	Not found	No
Mozambique	No	Yes	No	No	No	No	No
Myanmar	Yes	Yes	No	No	No	No	No
Niger(Policy unavailable, not found)	Not found	Not found	Yes	Yes	Not found	Not found	No
Nigeria	No	Yes	No	No	No	Yes	No
Pakistan	No	No	Yes	No	No	No	No
Philippines	No	No	No	No	No	No	No
Russian Federation(Only energy policy found)	No	No	No	No	Not found	Not found	No
Saudi Arabia	No	No	Yes	No	No	Yes	No
South Africa	Yes	Yes	No	No	Yes	Yes	No
South Sudan	Yes	Yes	Yes	No	No	No	No
Spain	No	No	No	No	Yes	No	No
Sudan	Yes	Yes	Yes	No	No	No	No
Tanzania	Yes	Yes	Yes	No	No	No	No
Thailand	No	No	No	No	No	No	No
Turkey	Yes	Yes	No	No	No	Yes	No
Uganda	Yes	Yes	Yes	No	No	No	No
United Kingdom	No	No	No	No	Yes	No	No
United States of America	Yes	No	No	No	No	No	No
Vietnam(Policy unavailable, not found)	Not found	Not found	No	No	Not found	Not found	No

	Women's Economic Empowerment					
	Gender equality			Female Entrepreneurship		
Country	Either or both energy and gender policy mention investing in gender equality activities	Either or both energy and gender policy mentions increasing women's employment in the energy sector	Does the law mandate equal remuneration for work of equal value?	Either or both energy and gender policy mentions women's economic empowerment within the energy sector	Either or both energy and gender policy addresses financial services for women	Either or both energy and gender policy mentions support to women run energy startups/ entrepreneurship
Afghanistan	Yes	Yes	No	Yes	Yes	Yes
Angola	Yes	No	Yes	No	Yes	No
Australia	Yes	No	Yes	No	No	No
Bangladesh	Yes	No	Yes	Yes	Yes	Yes
Brazil	Yes	No	No	No	Yes	No
Burkina Faso	No	No	No	No	No	No
Canada	Yes	No	Yes	No	Yes	No
Chad	Not found	No	Yes	No	Yes	No
China	Yes	Yes	No	No	Yes	No
Congo, Dem. Rep.	Not found	No	No	No	No	No
Ethiopia	Yes	No	No	No	Not found	Yes
France	Not found	No	Yes	No	Yes	No
Germany	Yes	No	No	No	Yes	No
Ghana	Yes	No	No	No	Yes	No
India	Yes	Yes	No	Yes	Yes	No
Indonesia (Policy unavailable, not found)	Not found	Not found	No	Not found	Not found	Not found
Iran, Islamic Rep.(Policy unavailable, not found)	Not found	Not found	No	Not found	Not found	Not found
Italy	No	No	Yes	No	No	No
Japan	Yes	No	No	No	Yes	No
Kenya	Yes	Yes	Yes	No	Yes	No
Korea, Dem. People's Rep.	Not found	Not found	Not found	Not found	Not found	Not found
Korea, Rep.	Yes	No	No	No	No	No
Madagascar(Policy unavailable, not found)	Not found	Not found	No	Not found	Not found	Not found

	Women's Economic Empowerment					
	Gender equality			Female Entrepreneurship		
Country	Either or both energy and gender policy mention investing in gender equality activities	Either or both energy and gender policy mentions increasing women's employment in the energy sector	Does the law mandate equal remuneration for work of equal value?	Either or both energy and gender policy mentions women's economic empowerment within the energy sector	Either or both energy and gender policy addresses financial services for women	Either or both energy and gender policy mentions support to women run energy startups/ entrepreneurship
Malawi	Yes	Yes	Yes	Yes	Yes	Yes
Mali	Not found	No	No	No	No	No
Mexico(Policy	Yes	Not found	No	Not found	Not found	Not found
Mozambique	Yes	Yes	No	No	Yes	No
Myanmar	Yes	No	No	Yes	No	Yes
Niger(Policy unavailable, not found)	Not found	Not found	Yes	Not found	Not found	Not found
Nigeria	No	No	No	No	Yes	Yes
Pakistan	Yes	No	No	Yes	No	No
Philippines	No	No	Yes	No	Yes	No
Russian Federation(Only energy policy found)	Not found	No	No	No	Not found	No
Saudi Arabia	No	No	No	No	No	No
South Africa	Yes	No	Yes	Yes	Yes	Yes
South Sudan	Yes	No	No	Yes	Yes	Yes
Spain	Yes	No	Yes	No	Yes	No
Sudan	Yes	No	No	No	No	No
Tanzania	No	Yes	Yes	No	Yes	No
Thailand	Yes	No	No	No	No	No
Turkey	Yes	No	Yes	No	Yes	No
Uganda	Yes	No	Yes	Yes	No	No
United Kingdom	Yes	No	Yes	No	Yes	No
United States of America	Yes	No	No	No	No	No
Vietnam(Policy unavailable, not found)	Not found	Not found	Yes	Not found	Not found	Not found

	Education & Awareness Raising			Labour Rights			Implementation		
	Education		Awareness Raising				100 - both energy & gender have it 50 - one of them have it 0 - none of them		
Country	Either or both energy and gender policy addresses increasing women in higher education	The energy policy addresses needing and/or getting more women in STEM education	Either or both energy and gender policy addresses awareness creating activities nationally and/or abroad	Does the law mandate paid or unpaid maternity leave? 0 days = 0 0-60 days = 50 more than	The policy has provisions for childcare	Mothers are guaranteed an equivalent position after maternity leave	Either or both energy and gender policy has a policy implementation plan clearly stated	Either or both energy and gender policy has a monitoring and evaluation mechanism clearly stated	Either or both energy and gender policy mentions gender responsive budgeting
Afghanistan	No	No	Yes	100	Yes	No	100	100	100
Angola	Yes	No	Yes	100	Yes	No	100	100	50
Australia	No	No	Yes	100	Yes	Yes	100	100	50
Bangladesh	Yes	No	Yes	100	Yes	No	50	50	100
Brazil	Yes	No	Yes	100	Yes	Yes	100	100	50
Burkina Faso	No	No	No	100	Yes	Yes	0	0	0
Canada	No	No	Yes	100	Yes	Yes	100	100	100
Chad	Yes	No	Yes	100	Yes	Yes	50	50	50
China	Yes	No	Yes	100	Yes	No	100	100	50
Congo, Dem. Rep.	No	No	No	100	Yes	No	0	0	0
Ethiopia	Not found	No	Yes	100	No	No	100	50	0
France	No	No	Yes	100	Yes	Yes	100	100	50
Germany	No	Yes	Yes	100	Yes	No	50	50	0
Ghana	Yes	Yes	Yes	100	Yes	No	100	100	100
India	Yes	No	Yes	100	No	No	100	50	50
Indonesia (Policy unavailable, not found)	Not found	Not found	Not found	100	No	No	Not found	Not found	Not found
Iran, Islamic Rep.(Policy unavailable, not found)	Not found	Not found	Not found	100	Yes	Yes	Not found	Not found	Not found
Italy	No	No	No	100	Yes	Yes	100	0	50
Japan	Yes	No	Yes	100	Yes	No	100	0	0
Kenya	Yes	No	Yes	100	Yes	Yes	100	100	50
Korea, Dem. People's Rep.	Not found	Not found	Not found	Not found	Not found	Not found	Not found	Not found	Not found
Korea, Rep.	No	No	Yes	100	Yes	Yes	100	100	0
Madagascar(Policy unavailable, not found)	Not found	Not found	Not found	100	No	No	Not found	Not found	Not found

	Education & Awareness Raising			Labour Rights			Implementation		
	Education		Awareness Raising				100 - both energy & gender have it 50 - one of them have it 0 - none of them		
Country	Either or both energy and gender policy addresses increasing women in higher education	The energy policy addresses needing and/or getting more women in STEM education	Either or both energy and gender policy addresses awareness creating activities nationally and/or abroad	Does the law mandate paid or unpaid maternity leave? 0 days = 0 0-60 days = 50 more than	The policy has provisions for childcare	Mothers are guaranteed an equivalent position after maternity leave	Either or both energy and gender policy has a policy implementation plan clearly stated	Either or both energy and gender policy has a monitoring and evaluation mechanism clearly stated	Either or both energy and gender policy mentions gender responsive budgeting
Malawi	No	Yes	Yes	50	No	Yes	100	100	100
Mali	No	No	No	100	Yes	Yes	0	0	0
Mexico(Policy	Not found	Not found	Yes	100	Yes	Yes	100	50	50
Mozambique	No	No	Yes	100	Yes	No	100	100	50
Myanmar	No	Yes	Yes	100	No	No	100	100	50
Niger(Policy unavailable, not found)	Not found	Not found	Not found	100	Yes	Yes	Not found	Not found	Not found
Nigeria	Yes	No	Yes	100	Yes	No	100	100	50
Pakistan	Yes	No	Yes	100	No	No	100	50	50
Philippines	No	No	Yes	100	Yes	No	100	50	50
Russian Federation(Only energy policy found)	Not found	Not found	Not found	100	Yes	Yes	50	50	0
Saudi Arabia	No	No	No	100	No	No	50	50	0
South Africa	No	Yes	Yes	100	Yes	No	100	100	100
South Sudan	Yes	No	Yes	50	No	No	100	100	0
Spain	No	No	Yes	100	Yes	Yes	100	100	50
Sudan	No	No	No	100	Yes	No	0	0	0
Tanzania	Yes	Yes	Yes	100	Yes	Yes	50	50	50
Thailand	No	No	Yes	100	Yes	No	100	100	0
Turkey	Yes	No	Yes	100	Yes	No	100	100	50
Uganda	No	No	Yes	100	No	Yes	50	50	0
United Kingdom	No	No	Yes	50	Yes	Yes	100	100	50
United States of	Yes	Yes	Yes	0	Yes	No	0	0	0
Vietnam(Policy unavailable, not found)	Not found	Not found	Not found	100	Yes	Yes	Not found	Not found	Not found

ANNEX 2: COUNTRY PROFILES

Afghanistan

General data

Income level	Low income
Population	34,656,032
GDP (billion $)	19.5
GDP/cap ($)	562
CPIA gender score (1-6)	1.5
WEF Gender Gap Index (0-1)	n.a.

RISE total score		
23		
Energy Access	Energy Efficiency	Renewable Energy
24	18	27

High Impact country categories
Access to clean cooking

Female Participation and Representation	**33**
Female Rep. in Policy	50
Female Rep. in National Decision Making	50
Female Rep. in Energy Business	0
Women's Economic Empowerment	**83**
Gender equality	67
Female Entrepreneurship	100
Education & Awareness Raising	**50**
Education	0
Awareness Raising	100
Labour Rights	**67**
Implementation	**100**

Angola

General data

Income level	Lower middle income
Population	28,813,463
GDP (billion $)	95.3
GDP/cap ($)	3,309
CPIA gender score (1-6)	3 (2013)
WEF Gender Gap Index (0-1)	0.64

RISE total score		
28		
Energy Access	Energy Efficiency	Renewable Energy
48	19	17

High Impact country categories
Access to electricity

Female Participation and Representation	**44**
Female Rep. in Policy	100
Female Rep. in National Decision Making	0
Female Rep. in Energy Business	33
Women's Economic Empowerment	**50**
Gender equality	67
Female Entrepreneurship	33
Education & Awareness Raising	**75**
Education	50
Awareness Raising	100
Labour Rights	**67**
Implementation	**83**

Australia

General data

Income level	High income
Population	24,127,159
GDP (billion $)	1,204.6
GDP/cap ($)	49,755
CPIA gender score (1-6)	n.a.
WEF Gender Gap Index (0-1)	0.731

RISE total score		
81		
Energy Access	Energy Efficiency	Renewable Energy
100	71	73

High Impact country categories
Renewable energy

Female Participation and Representation	**11**
Female Rep. in Policy	0
Female Rep. in National Decision Making	0
Female Rep. in Energy Business	33
Women's Economic Empowerment	**33**
Gender equality	67
Female Entrepreneurship	0
Education & Awareness Raising	**50**
Education	0
Awareness Raising	100
Labour Rights	**100**

Bangladesh

General data

Income level	Lower middle income
Population	162,951,560
GDP (billion $)	221.4
GDP/cap ($)	1,359
CPIA gender score (1-6)	3.5
WEF Gender Gap Index (0-1)	0.719

RISE total score		
49		
Energy Access	Energy Efficiency	Renewable Energy
68	23	57

High Impact country categories
Access to electricity
Access to clean cooking

Female Participation and Representation	**33**
Female Rep. in Policy	50
Female Rep. in National Decision Making	50
Female Rep. in Energy Business	0
Women's Economic Empowerment	**83**
Gender equality	67
Female Entrepreneurship	100
Education & Awareness Raising	**75**
Education	50
Awareness Raising	100
Labour Rights	**67**
Implementation	**67**

Brazil

General data

Income level	Upper middle income
Population	207,652,865
GDP (billion $)	1,796.2
GDP/cap ($)	8,650
CPIA gender score (1-6)	n.a.
WEF Gender Gap Index (0-1)	0.684

RISE total score		
72		
Energy Access	Energy Efficiency	Renewable Energy
100	51	67

High Impact country categories
Renewable energy
Energy efficiency

Female Participation and Representation	**28**
Female Rep. in Policy	50
Female Rep. in National Decision Making	0
Female Rep. in Energy Business	33
Women's Economic Empowerment	**33**
Gender equality	33
Female Entrepreneurship	33
Education & Awareness Raising	**75**
Education	50
Awareness Raising	100
Labour Rights	**100**
Implementation	**83**

Burkina Faso

General data

Income level	Low income
Population	18,646,433
GDP (billion $)	11.7
GDP/cap ($)	627
CPIA gender score (1-6)	3.5
WEF Gender Gap Index (0-1)	0.646

RISE total score		
31		
Energy Access	Energy Efficiency	Renewable Energy
40	20	33

High Impact country categories
Access to electricity

Female Participation and Representation	**17**
Female Rep. in Policy	0
Female Rep. in National Decision Making	50
Female Rep. in Energy Business	0
Women's Economic Empowerment	**0**
Gender equality	0
Female Entrepreneurship	0
Education & Awareness Raising	**0**
Education	0
Awareness Raising	0
Labour Rights	**100**

Canada

General data

Income level	High income
Population	36,286,425
GDP (billion $)	1,529.8
GDP/cap ($)	42,183
CPIA gender score (1-6)	n.a.
WEF Gender Gap Index (0-1)	0.769

RISE total score		
90		
Energy Access	Energy Efficiency	Renewable Energy
100	84	87

High Impact country categories
Renewable energy
Energy efficiency

Female Participation and Representation	**11**
Female Rep. in Policy	0
Female Rep. in National Decision Making	0
Female Rep. in Energy Business	33
Women's Economic Empowerment	**50**
Gender equality	67
Female Entrepreneurship	33
Education & Awareness Raising	**50**
Education	0
Awareness Raising	100
Labour Rights	**100**
Implementation	**100**

Chad

General data

Income level	Low income
Population	14,452,543
GDP (billion $)	9.6
GDP/cap ($)	664
CPIA gender score (1-6)	2.5
WEF Gender Gap Index (0-1)	0.575

RISE total score		
14		
Energy Access	Energy Efficiency	Renewable Energy
14	7	20

High Impact country categories
Access to electricity

Female Participation and Representation	**17**
Female Rep. in Policy	50
Female Rep. in National Decision Making	0
Female Rep. in Energy Business	0
Women's Economic Empowerment	**33**
Gender equality	33
Female Entrepreneurship	33
Education & Awareness Raising	**75**
Education	50
Awareness Raising	100
Labour Rights	**100**
Implementation	**50**

China

General data

Income level	Upper middle income
Population	1,378,665,000
GDP (billion $)	11,199.1
GDP/cap ($)	8,123
CPIA gender score (1-6)	n.a.
WEF Gender Gap Index (0-1)	0.674

RISE total score		
81		
Energy Access	Energy Efficiency	Renewable Energy
100	68	74

High Impact country categories
Access to clean cooking
Renewable energy

Female Participation and Representation	**61**
Female Rep. in Policy	100
Female Rep. in National Decision Making	50
Female Rep. in Energy Business	33
Women's Economic Empowerment	**50**
Gender equality	67
Female Entrepreneurship	33
Education & Awareness Raising	**75**
Education	50
Awareness Raising	100
Labour Rights	**67**

Congo, Dem. Rep.

General data

Income level	Low income
Population	78,736,153
GDP (billion $)	31.9
GDP/cap ($)	406
CPIA gender score (1-6)	2.5
WEF Gender Gap Index (0-1)	n.a.

RISE total score		
34		
Energy Access	Energy Efficiency	Renewable Energy
46	20	34

High Impact country categories
Access to electricity
Access to clean cooking

Female Participation and Representation	**0**
Female Rep. in Policy	0
Female Rep. in National Decision Making	0
Female Rep. in Energy Business	0
Women's Economic Empowerment	**0**
Gender equality	0
Female Entrepreneurship	0
Education & Awareness Raising	**0**
Education	0
Awareness Raising	0
Labour Rights	**67**
Implementation	**0**

Ethiopia

General data

Income level	Low income
Population	102,403,196
GDP (billion $)	72.4
GDP/cap ($)	707
CPIA gender score (1-6)	3.0
WEF Gender Gap Index (0-1)	0.656

RISE total score		
36		
Energy Access	Energy Efficiency	Renewable Energy
28	35	46

High Impact country categories
Access to electricity
Access to clean cooking

Female Participation and Representation	**50**
Female Rep. in Policy	100
Female Rep. in National Decision Making	50
Female Rep. in Energy Business	0
Women's Economic Empowerment	**33**
Gender equality	33
Female Entrepreneurship	33
Education & Awareness Raising	**50**
Education	0
Awareness Raising	100
Labour Rights	**33**
Implementation	**50**

France

General data

Income level	High income
Population	66,896,109
GDP (billion $)	2,465.5
GDP/cap ($)	36,857
CPIA gender score (1-6)	n.a.
WEF Gender Gap Index (0-1)	0.778

RISE total score		
85		
Energy Access	Energy Efficiency	Renewable Energy
100	75	81

High Impact country categories
Renewable energy

Female Participation and Representation	**56**
Female Rep. in Policy	50
Female Rep. in National Decision Making	50
Female Rep. in Energy Business	67
Women's Economic Empowerment	**33**
Gender equality	33
Female Entrepreneurship	33
Education & Awareness Raising	**50**
Education	0
Awareness Raising	100
Labour Rights	**100**

85

Germany

General data

Income level	High income
Population	82,667,685
GDP (billion $)	3,477.8
GDP/cap ($)	42,161
CPIA gender score (1-6)	n.a.
WEF Gender Gap Index (0-1)	0.778

RISE total score		
89		
Energy Access	Energy Efficiency	Renewable Energy
100	77	90

High Impact country categories
Renewable energy
Energy efficiency

Female Participation and Representation	**0**
Female Rep. in Policy	0
Female Rep. in National Decision Making	0
Female Rep. in Energy Business	0
Women's Economic Empowerment	**33**
Gender equality	33
Female Entrepreneurship	33
Education & Awareness Raising	**75**
Education	50
Awareness Raising	100
Labour Rights	**67**
Implementation	**33**

Ghana

General data

Income level	Lower middle income
Population	28,206,728
GDP (billion $)	42.7
GDP/cap ($)	1,513
CPIA gender score (1-6)	4.0
WEF Gender Gap Index (0-1)	0.695

RISE total score		
55		
Energy Access	Energy Efficiency	Renewable Energy
63	42	60

High Impact country categories
Access to clean cooking

Female Participation and Representation	**33**
Female Rep. in Policy	100
Female Rep. in National Decision Making	0
Female Rep. in Energy Business	0
Women's Economic Empowerment	**33**
Gender equality	33
Female Entrepreneurship	33
Education & Awareness Raising	**100**
Education	100
Awareness Raising	100
Labour Rights	**67**
Implementation	**100**

India

General data

Income level	Lower middle income
Population	1,324,171,354
GDP (billion $)	2,263.8
GDP/cap ($)	1,710
CPIA gender score (1-6)	3 (2013)
WEF Gender Gap Index (0-1)	0.669

RISE total score		
70		
Energy Access	Energy Efficiency	Renewable Energy
84	60	67

High Impact country categories
Access to electricity
Access to clean cooking
Renewable energy

Female Participation and Representation	**44**
Female Rep. in Policy	100
Female Rep. in National Decision Making	0
Female Rep. in Energy Business	33
Women's Economic Empowerment	**67**
Gender equality	67
Female Entrepreneurship	67
Education & Awareness Raising	**75**
Education	50
Awareness Raising	100
Labour Rights	**33**

Italy

General data

Income level	High income
Population	60,600,590
GDP (billion $)	1,858.9
GDP/cap ($)	30,661
CPIA gender score (1-6)	n.a.
WEF Gender Gap Index (0-1)	0.692

RISE total score		
86		
Energy Access	Energy Efficiency	Renewable Energy
100	73	85

High Impact country categories
Renewable energy
Energy efficiency

Female Participation and Representation	**28**
Female Rep. in Policy	0
Female Rep. in National Decision Making	50
Female Rep. in Energy Business	33
Women's Economic Empowerment	**17**
Gender equality	33
Female Entrepreneurship	0
Education & Awareness Raising	**0**
Education	0
Awareness Raising	0
Labour Rights	**100**
Implementation	**50**

Japan

General data

Income level	High income
Population	126,994,511
GDP (billion $)	4,940.2
GDP/cap ($)	38,901
CPIA gender score (1-6)	n.a.
WEF Gender Gap Index (0-1)	0.657

RISE total score		
82		
Energy Access	Energy Efficiency	Renewable Energy
100	68	78

High Impact country categories
Renewable energy
Energy efficiency

Female Participation and Representation	**22**
Female Rep. in Policy	0
Female Rep. in National Decision Making	0
Female Rep. in Energy Business	67
Women's Economic Empowerment	**33**
Gender equality	33
Female Entrepreneurship	33
Education & Awareness Raising	**75**
Education	50
Awareness Raising	100
Labour Rights	**67**
Implementation	**33**

Kenya

General data

Income level	Lower middle income
Population	48,461,567
GDP (billion $)	70.5
GDP/cap ($)	1,455
CPIA gender score (1-6)	3.5
WEF Gender Gap Index (0-1)	0.694

RISE total score		
64		
Energy Access	Energy Efficiency	Renewable Energy
82	47	63

High Impact country categories
Access to electricity
Access to clean cooking

Female Participation and Representation	**67**
Female Rep. in Policy	100
Female Rep. in National Decision Making	100
Female Rep. in Energy Business	0
Women's Economic Empowerment	**67**
Gender equality	100
Female Entrepreneurship	33
Education & Awareness Raising	**75**
Education	50
Awareness Raising	100
Labour Rights	**100**

Korea, Rep.

General data

Income level	High income
Population	51,245,707
GDP (billion $)	1,411.2
GDP/cap ($)	27,539
CPIA gender score (1-6)	n.a.
WEF Gender Gap Index (0-1)	0.65

RISE total score		
85		
Energy Access	Energy Efficiency	Renewable Energy
100	83	72

High Impact country categories
Renewable energy
Energy efficiency

Female Participation and Representation	**17**
Female Rep. in Policy	0
Female Rep. in National Decision Making	50
Female Rep. in Energy Business	0
Women's Economic Empowerment	**17**
Gender equality	33
Female Entrepreneurship	0
Education & Awareness Raising	**50**
Education	0
Awareness Raising	100
Labour Rights	**100**
Implementation	**67**

Malawi

General data

Income level	Low income
Population	18,091,575
GDP (billion $)	5.4
GDP/cap ($)	300
CPIA gender score (1-6)	3.5
WEF Gender Gap Index (0-1)	0.672

RISE total score		
51		
Energy Access	Energy Efficiency	Renewable Energy
64	26	65

High Impact country categories
Access to electricity

Female Participation and Representation	**44**
Female Rep. in Policy	100
Female Rep. in National Decision Making	0
Female Rep. in Energy Business	33
Women's Economic Empowerment	**100**
Gender equality	100
Female Entrepreneurship	100
Education & Awareness Raising	**75**
Education	50
Awareness Raising	100
Labour Rights	**50**
Implementation	**100**

Mali

General data

Income level	Low income
Population	17,994,837
GDP (billion $)	14.0
GDP/cap ($)	780
CPIA gender score (1-6)	2.5
WEF Gender Gap Index (0-1)	0.583

RISE total score		
30		
Energy Access	Energy Efficiency	Renewable Energy
39	8	42

High Impact country categories
Access to electricity

Female Participation and Representation	**33**
Female Rep. in Policy	50
Female Rep. in National Decision Making	50
Female Rep. in Energy Business	0
Women's Economic Empowerment	**0**
Gender equality	0
Female Entrepreneurship	0
Education & Awareness Raising	**0**
Education	0
Awareness Raising	0
Labour Rights	**100**

Mozambique

General data

Income level	Low income
Population	28,829,476
GDP (billion $)	11.0
GDP/cap ($)	382
CPIA gender score (1-6)	3.5
WEF Gender Gap Index (0-1)	0.741

RISE total score		
25		
Energy Access	Energy Efficiency	Renewable Energy
38	6	31

High Impact country categories
Access to electricity
Access to clean cooking

Female Participation and Representation	**17**
Female Rep. in Policy	50
Female Rep. in National Decision Making	0
Female Rep. in Energy Business	0
Women's Economic Empowerment	**50**
Gender equality	67
Female Entrepreneurship	33
Education & Awareness Raising	**50**
Education	0
Awareness Raising	100
Labour Rights	**67**
Implementation	**83**

Myanmar

General data

Income level	Lower middle income
Population	52,885,223
GDP (billion $)	63.2
GDP/cap ($)	1,196
CPIA gender score (1-6)	3.0
WEF Gender Gap Index (0-1)	0.691

RISE total score		
38		
Energy Access	Energy Efficiency	Renewable Energy
59	13	43

High Impact country categories
Access to electricity
Access to clean cooking

Female Participation and Representation	**33**
Female Rep. in Policy	100
Female Rep. in National Decision Making	0
Female Rep. in Energy Business	0
Women's Economic Empowerment	**50**
Gender equality	33
Female Entrepreneurship	67
Education & Awareness Raising	**75**
Education	50
Awareness Raising	100
Labour Rights	**33**
Implementation	**83**

Nigeria

General data

Income level	Lower middle income
Population	185,989,640
GDP (billion $)	404.7
GDP/cap ($)	2,176
CPIA gender score (1-6)	3.0
WEF Gender Gap Index (0-1)	0.641

RISE total score		
20		
Energy Access	Energy Efficiency	Renewable Energy
22	11	29

High Impact country categories
Access to electricity
Access to clean cooking
Renewable energy

Female Participation and Representation	**28**
Female Rep. in Policy	50
Female Rep. in National Decision Making	0
Female Rep. in Energy Business	33
Women's Economic Empowerment	**33**
Gender equality	0
Female Entrepreneurship	67
Education & Awareness Raising	**75**
Education	50
Awareness Raising	100
Labour Rights	**67**

Pakistan

General data

Income level	Lower middle income
Population	193,203,476
GDP (billion $)	278.9
GDP/cap ($)	1,444
CPIA gender score (1-6)	2.5
WEF Gender Gap Index (0-1)	0.546

RISE total score		
58		
Energy Access	Energy Efficiency	Renewable Energy
59	38	77

High Impact country categories
Access to clean cooking

Female Participation and Representation	**17**
Female Rep. in Policy	0
Female Rep. in National Decision Making	50
Female Rep. in Energy Business	0
Women's Economic Empowerment	**33**
Gender equality	33
Female Entrepreneurship	33
Education & Awareness Raising	**75**
Education	50
Awareness Raising	100
Labour Rights	**33**
Implementation	**67**

Philippines

General data

Income level	Lower middle income
Population	103,320,222
GDP (billion $)	304.9
GDP/cap ($)	2,951
CPIA gender score (1-6)	n.a.
WEF Gender Gap Index (0-1)	0.79

RISE total score		
64		
Energy Access	Energy Efficiency	Renewable Energy
82	42	67

High Impact country categories
Access to clean cooking

Female Participation and Representation	**0**
Female Rep. in Policy	0
Female Rep. in National Decision Making	0
Female Rep. in Energy Business	0
Women's Economic Empowerment	**33**
Gender equality	33
Female Entrepreneurship	33
Education & Awareness Raising	**50**
Education	0
Awareness Raising	100
Labour Rights	**67**
Implementation	**67**

Russian Federation

General data

Income level	Upper middle income
Population	144,342,396
GDP (billion $)	1,283.2
GDP/cap ($)	8,748
CPIA gender score (1-6)	n.a.
WEF Gender Gap Index (0-1)	0.696

RISE total score		
77		
Energy Access	Energy Efficiency	Renewable Energy
100	70	61

High Impact country categories
Renewable energy

Female Participation and Representation	**0**
Female Rep. in Policy	0
Female Rep. in National Decision Making	0
Female Rep. in Energy Business	0
Women's Economic Empowerment	**0**
Gender equality	0
Female Entrepreneurship	0
Education & Awareness Raising	**0**
Education	0
Awareness Raising	0
Labour Rights	**100**

Saudi Arabia

General data

Income level	High income
Population	32,275,687
GDP (billion $)	646.4
GDP/cap ($)	20,029
CPIA gender score (1-6)	n.a.
WEF Gender Gap Index (0-1)	0.584

RISE total score		
61		
Energy Access	Energy Efficiency	Renewable Energy
100	50	33

High Impact country categories
Renewable energy
Energy efficiency

Female Participation and Representation	**28**
Female Rep. in Policy	0
Female Rep. in National Decision Making	50
Female Rep. in Energy Business	33
Women's Economic Empowerment	**0**
Gender equality	0
Female Entrepreneurship	0
Education & Awareness Raising	**0**
Education	0
Awareness Raising	0
Labour Rights	**33**
Implementation	**33**

South Africa

General data

Income level	Upper middle income
Population	55,908,865
GDP (billion $)	295.5
GDP/cap ($)	5,275
CPIA gender score (1-6)	n.a.
WEF Gender Gap Index (0-1)	0.756

RISE total score		
70		
Energy Access	Energy Efficiency	Renewable Energy
71	69	68

High Impact country categories
Energy efficiency

Female Participation and Representation	**56**
Female Rep. in Policy	100
Female Rep. in National Decision Making	0
Female Rep. in Energy Business	67
Women's Economic Empowerment	**83**
Gender equality	67
Female Entrepreneurship	100
Education & Awareness Raising	**75**
Education	50
Awareness Raising	100
Labour Rights	**67**
Implementation	**100**

South Sudan

General data

Income level	Low income
Population	12,230,730
GDP (billion $)	n.a.
GDP/cap ($)	n.a.
CPIA gender score (1-6)	2.0
WEF Gender Gap Index (0-1)	n.a.

RISE total score		
15		
Energy Access	Energy Efficiency	Renewable Energy
18	16	10

High Impact country categories
Access to electricity

Female Participation and Representation	**50**
Female Rep. in Policy	100
Female Rep. in National Decision Making	50
Female Rep. in Energy Business	0
Women's Economic Empowerment	**67**
Gender equality	33
Female Entrepreneurship	100
Education & Awareness Raising	**75**
Education	50
Awareness Raising	100
Labour Rights	**17**

Spain

General data

Income level	High income
Population	46,443,959
GDP (billion $)	1,237.3
GDP/cap ($)	26,616
CPIA gender score (1-6)	n.a.
WEF Gender Gap Index (0-1)	0.746

RISE total score		
82		
Energy Access	Energy Efficiency	Renewable Energy
100	68	79

High Impact country categories
Renewable energy

Female Participation and Representation	**11**
Female Rep. in Policy	0
Female Rep. in National Decision Making	0
Female Rep. in Energy Business	33
Women's Economic Empowerment	**50**
Gender equality	67
Female Entrepreneurship	33
Education & Awareness Raising	**50**
Education	0
Awareness Raising	100
Labour Rights	**100**
Implementation	**83**

Sudan

General data

Income level	Lower middle income
Population	39,578,828
GDP (billion $)	95.6
GDP/cap ($)	2,415
CPIA gender score (1-6)	2.5
WEF Gender Gap Index (0-1)	n.a.

RISE total score		
25		
Energy Access	Energy Efficiency	Renewable Energy
35	19	21

High Impact country categories
Access to electricity
Access to clean cooking

Female Participation and Representation	**50**
Female Rep. in Policy	100
Female Rep. in National Decision Making	50
Female Rep. in Energy Business	0
Women's Economic Empowerment	**17**
Gender equality	33
Female Entrepreneurship	0
Education & Awareness Raising	**0**
Education	0
Awareness Raising	0
Labour Rights	**67**
Implementation	**0**

Tanzania

General data

Income level	Low income
Population	55,572,201
GDP (billion $)	47.3
GDP/cap ($)	878
CPIA gender score (1-6)	3.5
WEF Gender Gap Index (0-1)	0.7

RISE total score		
55		
Energy Access	Energy Efficiency	Renewable Energy
75	29	59

High Impact country categories
Access to electricity
Access to clean cooking

Female Participation and Representation	**50**
Female Rep. in Policy	100
Female Rep. in National Decision Making	50
Female Rep. in Energy Business	0
Women's Economic Empowerment	**50**
Gender equality	67
Female Entrepreneurship	33
Education & Awareness Raising	**100**
Education	100
Awareness Raising	100
Labour Rights	**100**

Thailand

General data

Income level	Upper middle income
Population	68,863,514
GDP (billion $)	407.0
GDP/cap ($)	5,911
CPIA gender score (1-6)	n.a.
WEF Gender Gap Index (0-1)	0.694

RISE total score		
74		
Energy Access	Energy Efficiency	Renewable Energy
100	63	59

High Impact country categories
Energy efficiency

Female Participation and Representation	**0**
Female Rep. in Policy	0
Female Rep. in National Decision Making	0
Female Rep. in Energy Business	0
Women's Economic Empowerment	**17**
Gender equality	33
Female Entrepreneurship	0
Education & Awareness Raising	**50**
Education	0
Awareness Raising	100
Labour Rights	**67**
Implementation	**67**

Turkey

General data

Income level	Upper middle income
Population	79,512,426
GDP (billion $)	863.7
GDP/cap ($)	10,863
CPIA gender score (1-6)	n.a.
WEF Gender Gap Index (0-1)	0.625

RISE total score		
79		
Energy Access	Energy Efficiency	Renewable Energy
100	65	71

High Impact country categories
Renewable energy

Female Participation and Representation	**44**
Female Rep. in Policy	100
Female Rep. in National Decision Making	0
Female Rep. in Energy Business	33
Women's Economic Empowerment	**50**
Gender equality	67
Female Entrepreneurship	33
Education & Awareness Raising	**75**
Education	50
Awareness Raising	100
Labour Rights	**67**
Implementation	**83**

Uganda

General data

Income level	Low income
Population	41,487,965
GDP (billion $)	24.1
GDP/cap ($)	580
CPIA gender score (1-6)	3.0
WEF Gender Gap Index (0-1)	0.721

RISE total score		
55		
Energy Access	Energy Efficiency	Renewable Energy
78	35	54

High Impact country categories
Access to electricity
Access to clean cooking

Female Participation and Representation	**50**
Female Rep. in Policy	100
Female Rep. in National Decision Making	50
Female Rep. in Energy Business	0
Women's Economic Empowerment	**50**
Gender equality	67
Female Entrepreneurship	33
Education & Awareness Raising	**50**
Education	0
Awareness Raising	100
Labour Rights	**67**

United Kingdom

General data

Income level	High income
Population	65,637,239
GDP (billion $)	2,647.9
GDP/cap ($)	40,367
CPIA gender score (1-6)	n.a.
WEF Gender Gap Index (0-1)	0.77

RISE total score		
88		
Energy Access	Energy Efficiency	Renewable Energy
100	77	89

High Impact country categories
Renewable energy
Energy efficiency

Female Participation and Representation	**11**
Female Rep. in Policy	0
Female Rep. in National Decision Making	0
Female Rep. in Energy Business	33
Women's Economic Empowerment	**50**
Gender equality	67
Female Entrepreneurship	33
Education & Awareness Raising	**50**
Education	0
Awareness Raising	100
Labour Rights	**83**
Implementation	**83**

United States of America

General data

Income level	High income
Population	323,127,513
GDP (billion $)	18,624.5
GDP/cap ($)	57,638
CPIA gender score (1-6)	n.a.
WEF Gender Gap Index (0-1)	0.718

RISE total score		
90		
Energy Access	Energy Efficiency	Renewable Energy
100	87	85

High Impact country categories
Renewable energy
Energy efficiency

Female Participation and Representation	**17**
Female Rep. in Policy	50
Female Rep. in National Decision Making	0
Female Rep. in Energy Business	0
Women's Economic Empowerment	**17**
Gender equality	33
Female Entrepreneurship	0
Education & Awareness Raising	**100**
Education	100
Awareness Raising	100
Labour Rights	**33**
Implementation	**0**

ANNEX 3: BUSINESS PROFILES

ABB Group — Switzerland

Sector(s): Solar, Power Electronics — Global

Type: Manufacturing

Revenue: $31.312 Billion (2017)[6]

Size of Workforce (percent female): 132,300 (2016: 23% overall, 18% management, 9% executive, 18% board)[7]

Company Description: Technology leader that works closely with utility, industry, transport and infrastructure customers in roughly 100 countries. With more than four decades at the forefront of digital technologies, we are a leader in digitally connected and enabled industrial equipment and systems with an installed base of more than 70,000 control systems connecting 70 million devices[8].

Women's Empowerment Policy Goal(s):

- **HR – Parental Program**: 14+2 weeks regardless of employment time; same for adoption of children with less than 3 years old. Also, during the maternity leave, women receive the full year-end bonus and are still entitled to their existing holidays. Until the 52nd week after the date of birth, part of the nursing period is also counted as working time[9].

Parental Leave time: 14+2 weeks regardless of employment time[10].

AES Brasil — Brazil

Sector(s): Electricity

Type: Utility

Revenue: $6.15 Billion (2015 net revenue)[11]

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[6] ABB Group, "ABB Facts and Figures," 2017, http://new.abb.com/investorrelations/company-profile/facts-figures.

[7] ABB Group, "Summary of Indicators - ABB Sustainability Report 2016," 2016, http://sustainabilityreport2016.e.abb.com/performance-summary/summary-of-indicators.html.

[8] ABB Group, "ABB in Brief," accessed March 3, 2018, http://new.abb.com/about/abb-in-brief.

[9] ABB, "Women at ABB," accessed April 24, 2018, http://new.abb.com/ch/en/medien/careers/women-at-abb.

[10] Ibid.

[11] AES Brasil, "About AES Brasil – AES Brasil," 2015, http://relatorios2015.aesbrasilsustentabilidade.com.br/brasil/about-aes-brasil/?lang=en.

Size of Workforce (percent female): 8,369 (2016: female share not available)[12]

Company Description: AES Brazil is the largest private power generation company in Brazil and aims to be the leading national company to provide sustainable, reliable and affordable energy.

Women's Empowerment Policy Goal(s): None referenced

Parental Leave time: None referenced

AES TIETÊ — Brazil

Sector(s): Electricity

Type: Utility

Revenue: $696.79 Million (2015 net revenue)[13]

Size of Workforce (percent female): 350 (2015: 19% overall, 19% managers, 25% executive officers)[14]

Company Description: The company is among the largest power generation companies in Brazil, operates from end to end: from diagnosis to integration of solutions to deployment, operation and maintenance.

Women's Empowerment Policy Goal(s): None referenced

Parental Leave time: None referenced

AREVA (recently rebranded as ORANO) — France

Sector(s): Nuclear — France and Great Britain

Type: Other (mining, engineering, construction, project management)

Revenue: $5 Billion (2016)[15]

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[12] "AES Brasil - 2016 Sustainability Report," 2016, http://relatorios2016.aesbrasilsustentabilidade.com.br/aesbrasil/en/index.html#aaes.

[13] AES Tiete, "Economic and Financial Performance – AES Tiete," 2015, http://relatorios2015.aesbrasilsustentabilidade.com.br/tiete/efficiency-and-discipline/economic-and-financial-performance/?lang=en.

[14] AES Tiete, "Employees – AES Tiete," 2015, http://relatorios2015.aesbrasilsustentabilidade.com.br/tiete/stakeholder-engagement/employees/?lang=en.

[15] World Nuclear News, "New Areva Changes Name to Orano" (World Nuclear News, 2018), http://world-nuclear-news.org/C-New-Areva-changes-name-to-Orano-2301185.html.

Size of Workforce (percent female): 16,000[16] (2017: 20.9% overall, 26.8% management, 7% executive, 21% board)[17]

Company Description: Orano is focused on nuclear materials development and waste management and its activities encompass uranium mining, conversion and enrichment, used fuel recycling, nuclear logistics, decommissioning and engineering[18]

Women's Empowerment Policy Goal(s): In France, AREVA SA signed its first group agreement in favor of gender equality on December 12, 2012. This three- year agreement addresses all the issues covered by the French law of November 9, 2010: promoting gender equality in hiring and employment, guaranteeing equivalent career paths to men and women, guaranteeing equivalent compensation and promotions, ensuring equal access to training, improving the work-life balance, increasing employee awareness, and communicating with employees. It was renewed on June 28, 2016 and is applicable mutatis mutandis to New AREVA. The agreement provides for an equal opportunity budget at AREVA SA used to offset unjustified compensation gaps at equal levels of responsibility. This provision was included under New AREVA's 2017 labor agreement[19].

- **HR – Workforce**: The previous AREVA company, before the rebranding, advertised their commitment to maintaining equivalent career development paths for men and women and to guarantee equal salaries for both sexes. They allocated 600,000 EUR in to a salary equality budget for this policy, however, since the rebranding, the original source is no longer available on the website.
- **CSR – Educational programs for enhanced future workforce diversity**: Specialized training intended for managers and interested parties to raise awareness of the issues of gender mix in the workplace[20].
- **CSR – Women and communities support**: To establish a community health center in partnership with WAHA that can serve 150 to 200 women and children every day[21].

Parental Leave time: No specific time stated although their 2016 CSR report mentions that they provide maternity, paternity and adoption leave and pre- and post-leave for maternity and adoption leaves[22].

Comment: The company recently rebranded to Orano as of the end of 2017. As such, the information on how this will affect company policies is yet unclear.

Bombardier — Canada

Sector(s): Transportation — Global

Type: Manufacturer

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[16] Ibid.

[17] Areva/Orano, "New AREVA (NewCo) Annual Activity Report," 2017, http://www.orano.group/assets/img/finances/PDF/pdf-Publications-financiaires-informations-reglementees/EN/2017_PUBLICATIONS/Annual_Activity_Report-period_ended_August_31-2017.pdf.

[18] World Nuclear News, "New Areva Changes Name to Orano."

[19] Areva/Orano, "New AREVA (NewCo) Annual Activity Report."

20 Areva, "Educational Trainings," n.d., http://www.new.areva.com/career/liblocal/docs/rapport_diversite_2012/en/index.html#/44/%0A.

21 Areva, "Turkey WAHA Association," n.d., http://www.new.areva.com/EN/group-4325/turkey-waha-association.html%0A.

22 Orano, "Orano | Donnons Toute Sa Valeur Au Nucléaire," accessed April 25, 2018, http://www.orano.group/.

Revenue: $7.6 Billion (2016) [23]

Size of Workforce (percent female): 59,485 (2016: 19% overall; 13% senior management; 27% board of directors) [24]

Company Description: Bombardier is a world's leading manufacturer in the transportation sector. Bombardier is "evolving mobility worldwide by answering the call for more efficient, sustainable and enjoyable transportation everywhere" [25].

Women's Empowerment Policy Goal(s): None referenced

Parental Leave Time: None referenced

BP – Beyond Petroleum (prev. British Petroleum) **United Kingdom**

Sector(s): Oil and Gas USA, Brazil, Trinidad & Tobago,

Type: Other, vertically integrated company Middle East, Africa, China Australia

Revenue: $183 Billion (2016)[26]

Size of Workforce (percent female): 74,500 (2016: 33% overall; 22% group leaders; 21% board of directors)[27]

Company Description: A global energy business, involved in every aspect of the complex energy system that drives the world. Almost 75,000 BP people work day and night to serve millions of energy customers. They operate in more than 70 countries worldwide. They find and produce oil and gas on land and offshore. They move energy around the globe. They manufacture and market fuels and raw materials used in thousands of everyday products, from mobile phones to food packaging[28].

Women's Empowerment Policy Goal(s):

- **HR – Management Diversity**: Have women in 25% of group leadership and 30% of senior-level leadership roles by 2020. [29]
- **CSR – Educational programs for enhanced future workforce diversity**: The Million Women Mentors movement aims to support the engagement of millions of STEM mentors (male and female) to increase the

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23 Bombardier, "Bombardier Transportation Fiscal Year 2016 Results," 2016, https://www.bombardier.com/content/dam/Websites/bombardiercom/News/supporting-documents/Bombardier-Q4C2016-Highlights-BT-en.pdf.

24 "Our Performance | Bombardier," n.d.

25 "About Bombardier - Board, Management and History," n.d.

26 BP, "Annual Report," 2016, https://www.bp.com/content/dam/bp/en/corporate/pdf/investors/bp-annual-report-and-form-20f-2016.pdf.

27 Ibid.

28 Ibid.

29 BP, "Women in Engineering | STEM Education | Community | BP U.S.," accessed April 20, 2018, https://www.bp.com/en_us/bp-us/community/STEM-programs/women-in-engineering.html.

interest and confidence of girls and women to persist and succeed in STEM programs and careers by 2020.[30]

- **HR – Parental Program**: Pursuant to BP's Family medical leave policy or local Family medical leave policy, employees may be eligible for up to 12 or 26 weeks of unpaid, job-protected leave for the birth or adoption of a child within a 12-month period. The total number of weeks available will be determined by taking into consideration the applicable family medical leave policy and any family medical leave for other qualifying events taken in the previous rolling 12 months. Paid leave taken under this Policy will run concurrently with family medical leave, if the employee is eligible for family medical leave and where permitted under state law. Qualified family medical leaves will be administered per the requirements of the relevant Family medical leave policy and the Family Medical Leave Act (FMLA)[31].

Parental Leave Time: 12 to 26 weeks of unpaid leave[32].

Bright Exchange Inc. — Netherlands

Sector(s): Other — Europe

Type: Other

Revenue: Not found

Size of Workforce (percent female): 2-10 [33] (Female share not available; year of information not specified)

Company Description: Provides sustainable ventures with more effective access to capital and impact investors with measurable and transparent social and environmental return on their investment. Bright Exchange operates out of Amsterdam, providing European impact investors with global sustainable investment opportunities.

Women's Empowerment Policy Goal(s): None referenced

Parental Leave Time: None referenced

Comment: This is a small company focused on financing clean energy projects, but information on the company is very limited in the public domain. The only source that was identified was found on LinkedIn, although this company was researched because their CEO has signed the Statement of Support for Women's Empowerment Principles.

Canadian Solar — Canada

Sector(s): Solar — Canada, Italy, Slovenia, The Netherlands, China

Type: Manufacturer, Power Plant Operator

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[30] Milion Women Mentors, "FAQs | Million Women Mentors," 2016, https://www.millionwomenmentors.com/faqs.

[31] BP, "Paid Parental Leave Policy," 2017, http://hr.bpglobal.com/LifeBenefits/Assets/Documents/pq/Policies-Leave-Absence-Parental.aspx.

[32] Ibid.

[33] The Bright Exchange, "The Bright Exchange (LinkedIn)," n.d., https://www.linkedin.com/company/bright-exchange/.

Revenue: $668.4 Million (2016)[34]

Size of Workforce (percent female): ≈10,000 (2016: 35% overall; 23% Senior and middle management)[35]

Company Description: Founded in 2001 in Canada, Canadian Solar operates as a global energy provider in 6 continents. Besides being a leading manufacturer of solar PV modules and provider of solar energy solutions, Canadian Solar has a geographically diversified pipeline of utility-scale power projects.

Women's Empowerment Policy Goal(s): None referenced

Parental Leave Time: In accordance to Chinese law, any pregnant female employee is entitled to 98 days of leave: 15 days pre-labor and 83 days post labor. For unique circumstances, an additional 15 days is granted. For each additional child, an extra 15 days is also granted. Mothers over 24 years of age receive all the benefits as well as an additional 30 days. During the first year following childbirth, mothers are granted an extra hour of leave per work day to care for the child. Fathers are granted a total of 15 days of leave if they are expecting a child [36].

Comments: Although no policy has been categorized for this company, remarkable is the number of employees returning to work after the parental leave. Moreover, interesting is the noted change of percentage of women employed in different continents where activities are run[37].

Central Dock Sud S.A. Argentina

Sector(s): Electricity

Type: Utility

Revenue: Not Available

Size of Workforce (percent female): Not Available

Company Description: Central Dock Sud is a company devoted to the generation and marketing of electrical energy, established in Dock Sud, district of Avellaneda, province of Buenos Aires. Investments for the Central Dock Sud project focused on the start-up of the combined cycle, aimed to fulfill the electrical energy needs of the Argentine interconnected system dispatching any potential redundant capacity to neighboring countries [38].

Women's Empowerment Policy Goal(s):

- **HR –Diversity Workforce:** One of our priorities is to continue improving in hiring more women in technical teams, managing plants and leading projects with local communities [39].

Parental Leave Time: None referenced

Central Puerto SA Argentina

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[34] "Canadian Solar | News Release," n.d.

[35] Zhang, Hanbing, "Sustainability Report 2016" (Ontario, Canada, December 2017).

[36] Ibid.

[37] Ibid.

[38] Enel Argentina, "Central Dock Sud," 2018.

[39] Ibid.

Sector(s): Electricity

Type: Utility

Revenue: ARS 1,003.583 million (Argentine Peso)[40].

Size of Workforce (percent female): 740 (2018)[41].

Company Description: Central Puerto is the main shareholder of the companies Central Vuelta de Obligado S.A., Termoeléctrica José de San Martín S.A. and Termoeléctrica Manuel Belgrano S.A., which operate each combined cycle. The purpose of our company is to make investments in the national and international energy market. The company is a leading private group in power generation in Argentina and share the mindset of commitment to the environment by harnessing renewable sources but they don't have any policy information on website [42].

Women's Empowerment Policy Goal(s): None referenced

Parental Leave Time: None referenced

Chubu Electric Power Company Inc. **Japan**

Sector(s): Electricity

Type: Utility

Revenue: ¥2.603 Trillion (2017)[43]

Size of Workforce (percent female): 16,749 (2017: 15.5% overall) [44]

Company Description: Chubu Electric Power Company Inc. is a company, established in 1951, deals with electric utility and related enterprises, gas supply and thermal storage brokerage, on-site energy business, overseas consulting and investment, real estate management service, IT business, etc[45].

Women's Empowerment Policy Goal(s):

- **HR –Diversity Management**: Double the number of women managers in fiscal year 2014 by fiscal year 2020. The company consider diversified workforce as an important business issue [46].
- **HR – Parental Program:** Employees can take a leave of absence from work until the "day that the child turns 2 years old" or work reduced hours until the "child's final day in first grade" [47].

[40] Carlos Cappelletti, "Central Puerto S.A.," vol. 11, 2017.

[41] Central Puerto, "Our Business," 2016.

[42] Ibid.

[43] Chubu Electric Power Company Inc., "Financial Report (April 28, 2017)," 2017.

[44] Chubu Electric Power Company Inc., "Annual Report," 2017.

[45] Chubu Electric Power Company Inc., "About Chubu Electric Power," 2018.

[46] Chubu Electric Power Company Inc., "Annual Report."

[47] Ibid.

Parental Leave Time: Allowed absence until the child turns 2 years old reduced hours until the "child's final day in first grade" [48].

Copel - Companhia Paranaense de Energia — Brazil

Sector(s): Electricity — Parana and Brazil

Type: Utilities

Revenue: R$13.1 billion (2016)[49]

Size of Workforce (percent female): 8,716 (2016: 22% overall; 20% management)[50]

Company Description: Copel is the primary electrical utility and telecommunications distributor to commercial and residential establishments across the State of Paraná. Operating over 20 power plants, inclusive of hydro, thermal and a wind power plant, with combined capacity of 4.8 MW. Copel is also committed to promoting national economic, social and environmental development.[51]

Women's Empowerment Policy Goal(s):

- **HR – Workforce Diversity:** Promote gender equality and empower women[52].
- **HR – Parental Program:** Extended maternity leave (period not mentioned), exceeding national legal regulations[53].

Parental Leave Time: None referenced

CropEnergies AG — Germany

Sector(s): Biofuel — Germany, Belgium, UK, France, Brazil, Chile, USA

Type: Manufacturer

Revenue: $982.406 Million (2016 – €801.736 Million) [54]

Size of Workforce (percent female): 412 (2016; female share not available) [55]

Company Description: From 2006, CropEnergies is a leading European of bioethanol. CropEnergies produces approximately 1.3 million cubic meters of bioethanol per year from cereals and sugar beet. The reduction of carbon

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[48] Ibid.

[49] Copel, *Report in Sustainability 2016*. (Copel), 69

[50] Ibid.

[51] "About Cope", Copel, last modified 04.07.2017, http://www.copel.com/hpcopel/english/nivel2.jsp?endereco=%2Fhpcopel%2Fenglish%2Fpagcopel2.nsf%2Fdocs%2F87A2F4B44EE7EC82032574AD00596C10

[52] Copel, *Report in Sustainability*, 30

[53] Ibid

[54] "Group Figures > Investor Relations > CropEnergies AG," n.d.

[55] Ibid.

dioxide achieved by bioethanol's production, compared to fossil fuels, makes CropEnergies contributing to a more sustainable mobility. [56]

Women's Empowerment Policy Goal(s): None referenced

Parental Leave Time: None referenced

E. On — Germany

Sector(s): Electricity — Europe

Type: Utility

Revenue: €37.9 Billion (2017)[57]

Size of Workforce (percent female): 42,699 (2015)[58] (31.6% overall; 19.6% management; 27.8% board)[59]

Company Description: E. ON is an international, privately owned energy supplier. They are focused on renewables, energy networks and customer solutions. Their business is built on these foundations, because they believe that they are the building blocks of the new energy world. Because of this focus, the conventional generation and energy trading businesses were combined into a separate company.

Women's Empowerment Policy Goal(s):

- **HR – Diversity Workforce and Management**: 30% women in top-level management positions in Germany by June 2022, 35% women in second-tier management positions in Germany by June 2022; 30% women in the supervisory board by 2018; 20% of women in the executive board by 2021, 32% of women throughout the whole workforce by 2026.
- **HR – Parental Program:** According to a 3rd party about company benefits, E. On updated its policy to "50 weeks of shared parental leave", and this was communicated across E. On employees on their intranet. All information on E. On's site reference "very good paternal leave programs".[60]

Parental Leave Time: 50 weeks of shared parental leave[61].

Eaton Corporation - http://www.eaton.com/us/en-us.html — USA

Sector(s): Power Electronics, Lighting, Others — Global

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[56] "Home > CropEnergies AG," n.d.

[57] E.On, "Company Profile & Core Businesses - E.ON SE," 2017, https://www.eon.com/en/about-us/profile.html.

[58] Ibid.

[59] E.On, "E.ON at a Glance," 2017, https://www.eon.com/content/dam/eon/eon-com/Documents/en/sustainability-report/EON_Sustainability_Report_2017.pdf.

[60] Employee Benefits, "E.On Informs Staff about Childcare and Pension Reforms - Employee Benefits," 2015, https://www.employeebenefits.co.uk/issues/april-online-2015/e-on-informs-staff-about-childcare-and-pension-reforms/.

[61] Ibid.

Type: Manufacturer

Revenue: $20.4 Billion (2017)[62]

Size of Workforce (percent female): 95,000 (2016: 31% overall, 19.40% Senior and Middle management, 28.60% Board of directors,18.70% in executive committee) [63]

Company Description: Eaton Corporation is a global power management company working in the electrical, aerospace, hydraulic and vehicle industries in more than 175 countries [64] .

Women's Empowerment Policy Goal(s):

- **CSR – Educational programs for enhanced future workforce diversity**: "Eaton is committed to enhance the employability of women engineering students from vernacular, semi-vernacular and rural backgrounds through a series of focused sessions delivered by a passionate team of Eaton's employee volunteers in India. Confederation of India Industry (CII) and Eaton, in collaboration with Cummins College of Engineering for Women, Pune, had designed and launched the Garnishing Talent program in 2011. Eaton expanded the scope of the program in 2015 to include Padmashri Dr. Vitthalrao Vikhe Patil Institute of Technology & Engineering, Polytechnic College at Loni, Maharashtra. The program takes a batch of selected students every year at the two colleges through a specially designed training framework, spread over six to eight weeks. Over the years, Eaton's employee volunteers have conducted over 120 sessions in both these colleges on topics ranging from spoken English, networking skills, work ethics to social media and personal branding. The program has impacted more than 600 women engineers in the last six years" [65].
- **CSR – Women and communities support:** The "Pratibha" scholarship program encourages all-round personal development, evaluating women engineering students not only on academic performance but also their achievements in extra-curricular and community activities [66].
- **WE – Workforce:** The "WAVE - Women Adding Value at Eaton" is one of the seven Eaton Resource Groups which brings together employees who share a common purpose, interest of background. It's an inclusion resource group which promotes a welcoming work environment that embrace differences and encourages the participation of all employees. Specifically, WAVE creates an open forum where women employed at Eaton Corporation, globally, exchange ideas, act as a catalyst for learning, collaboration and professional growth. Activities include webinars, speakers networking events, mentoring and roundtables with executives [67].

Parental Leave Time: None referenced

Enel Distribución Perú (Formerly Edelnor)S.A.A. - http://www.eneldistribucion.pe/en/Pages/home.aspx **Peru**

Sector(s): Electricity

Type: Utility

Revenue: Not Available

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[62] Eaton Corporation, "Investor Relations," n.d.

[63] Eaton, "Workforce," n.d.

[64] Eaton Corporation, "About Us," n.d.

[65] Eaton Corporation, "Eaton Empowers Women Engineering Students Through 'Garnishing Talent,'" n.d.

[66] Eaton Corporation, "Eaton's Committed to Powering Communities in India: Craig Arnold," n.d.

[67] Eaton Corporation, "Inclusion & Diversity," n.d.

Size of Workforce (percent female): Not Available

Company Description: In Peru, the ENEL Group operates in energy distribution and generation. Enel Distribución Perú formerly known as Edelnor is an electric utility that provides energy in the northern part of Metropolitan Lima, as well as the Constitutional Province of El Callao and the provinces of Huaura, Huaral, Barranca and Oyón. They distribute energy to over 1.3 million customers have had 7.7816 TWh in sales in 2016, thereby benefiting over half the inhabitants of Metropolitan Lima[68]

Women's Empowerment Policy Goal(s): None referenced

Parental Leave Time: None referenced

Edesur S.A. - http://www.edesur.com.ar/index.aspx Argentina

Sector(s): Electricity

Type: Utility

Revenue: Not Available

Size of Workforce (percent female): Not Available

Company Description: Edesur was one of the companies that emerged from the process of transformation of the electricity sector developed by the National Executive Power between 1991 and 1992, in order to allow the entry of private capital into the operation of the system. The corporate purpose of Edesur is the provision of electricity distribution and commercialization service in the southern area of the Autonomous City of Buenos Aires (CABA) and in twelve parties in the province of Buenos Aires, as well as the acquisition of ownership of shares of other electricity distribution companies, individually or in association with third parties, prior compliance with the applicable legislation, and the provision of operating services related to distribution and commercialization of electric power to said companies[69].

Women's Empowerment Policy Goal(s): None referenced

Parental Leave Time: None referenced

EDP - Energias de Portugal S.A. Portugal

Sector(s): Hydro, Wind, Coal, Nuclear, CCTG & Special Regime Spain and Portugal

Type: Utility

Revenue: € 14,595,164 million [70].

Size of Workforce (percent female): 6,469 (2018: 23% overall) [71].

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[68] Enel, "About Enel Distribución Perú", 2016, https://www.enel.pe/en/investors/a201612-about-enel-distribucion-peru.html.

[69] Edesur, "Meet Edesur", 2017, http://www.edesur.com.ar/masedesur/conoceedesur.aspx.

[70] edp group, "EDP Energias de Portugal," 2017.

[71] Ibid.

Company Description: EDP Portugal is a leading company in the energy sector, committed with its customers and environment. About 70% of their energy comes from renewable source [72].

Women's Empowerment Policy Goal(s): None referenced

Parental Leave Time: None referenced

EDP - Energias do Brasil S/A — Brazil

Sector(s): Electricity

Type: Utility

Revenue: € 14,595,164 million [73]

Size of Workforce (percent female): 2,927 (2018: 22% overall) [74]

Company Description: EDP Brazil is one of the 20 most innovative companies in the world and is controlled by EDP Portugal [75].

Women's Empowerment Policy Goal(s): None referenced

Parental Leave Time: None referenced

Eko Yenilenebilir Enerjiler A.Ş — Turkey

Sector(s): Wind, Solar and Biogas

Type: Service Provider

Revenue: Not Available

Size of Workforce (percent female): Not Available

Company Description: EkoRE is a top-notch company in Turkey's blooming clean energy sector and provides customer focused solutions from large industrial/utility scale projects to small scale residential or solar irrigation projects. The vision to achieve sustainable green growth, installed the solar panels on company's roof and implemented recycle program within company to reduce waste. During projects, no loss to vegetation and if necessary, the company plant trees/ shrubs to sustain ecological system. One more positive image of the company is that 10% of the company's annual profits go towards helping vulnerable societies [76].

Women's Empowerment Policy Goal(s): None referenced

Parental Leave Time: None referenced

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[72] Ibid.

[73] Ibid.

[74] Ibid.

[75] Ibid.

[76] EkoRE, "Eko Renewable Energy Inc.," 2015.

Electricity Distribution Company Jugoistok Nis- EPS Distribution - http://www.epsdistribucija.rs/ Serbia

Sector(s): Electricity

Type: Utility

Revenue: Not Available

Size of Workforce (percent female): Not Available

Company Description: EPS Distribution is a safe and high-quality distribution of electricity in the territory of the Republic of Serbia with constant investments in better network reliability and greater satisfaction of the distribution system users. One of the most important goals of the Distribution System Operator " EPS Distribution " is the equalization of all procedures at the distribution level in the territory of Serbia so that customers have equal conditions of delivery and quality of electricity. Vision of EPS Distribution is to be a reliable and socially responsible distribution system operator, which generates profit from regulated activities in full compliance with the regulations of the Republic of Serbia and the regulations of the European Union[77].

Women's Empowerment Policy Goal(s): None referenced

Parental Leave Time: None referenced

Comment: In accordance with the status changes stipulated by the Reorganization Program of "Electric Power Industry of Serbia", to which the Government of Serbia gave its consent on November 27, 2014, the parent company Public Enterprise "Elektroprivreda Srbije" has been the founder of the subsidiary company " EPS Distribucija " since 1 July, are the existing companies Elektrovojvodina, Elektrodistribucija Beograd, Elektrosrbija, Southeast and Center[78].

Eletrobras Amazonas Energia Brazil

Sector(s): Electricity Latin America

Type: Utilities

Revenue: R$70.98 billion (2016)[79]

Size of Workforce (percent female): 24,539 (2016: 19% overall; 22% top management; 21% junior management)[80]

Company Description: A key electrical utilities company in Brazil, generating over 31% of the country's electricity generation, transmission and distribution. Extending its international business reach, it is also Latin America's largest power utility corporation and the world's 10th largest, mostly through hydro, thermal, solar and wind power plants.[81]

Women's Empowerment Policy Goal(s):

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[77] EPSD, "EPS Distribution - Home Page", 2017, http://www.epsdistribucija.rs/.

[78] EPSD, "Basic information about us", 2017, http://www.epsdistribucija.rs/index.php/o-nama/osnovni-podaci.

[79] Electrobas, *Annual Report 2016*. (Electrobas), 64

[80] "Gender and Race Equity and Diversity", Electrobas, last modified 31.12.2017, http://eletrobras.com/en/Paginas/Gender-and-Race-Equity-and-Diversity.aspx

[81] Electrobas, *Annual Report 2016*.

- **HR – Management Diversity:** 30% of women in decision-making and governance at all levels and in all areas of business[82].
- **HR – Parental Program:** Extended maternity leave up to 180 days, far exceeding the period dictated by law[83].
- **WE – Workforce:** Gender and Race Committees committed to promoting awareness and guidance on issues such as moral harassment, sexual harassment and other forms of discrimination based on sex/gender, race, religion or ideology[84].

Parental Leave Time: 180 days

Emerson Electric company — USA

Sector(s): others — Global

Type: Manufacturer, Service Provider

Revenue: $15.26 Billion (2017)[85]

Size of Workforce (percent female): 76,500 (2016)[58] (27.9% overall)[86]

Company Description: Emerson Electric Co., incorporated on September 24, 1890, is a diversified global manufacturing company, which provides solutions to customers by bringing technology and engineering together in the industrial, commercial and consumer markets around the world. The Company operates through four segments based on the nature of the products and services rendered: Process Management, Industrial Automation, Climate Technologies and Commercial & Residential Solutions. The Company's principal production operations are electronics assembly, metal stamping, forming, casting, machining, welding, plating, heat treating, painting and assembly. In addition, the Company uses specialized production operations, including automatic and semiautomatic testing, automated material handling and storage, ferrous and nonferrous machining, and special furnaces for heat treating and foundry applications[87].

Women's Empowerment Policy Goal(s):

- **HR - Diversity Workforce**: Equal opportunity employment policy[59], to assure the discrimination against the gender identity and to recruit women and minorities to management ranks.

Parental Leave Time: Paid Maternity Leave (6 weeks), Unpaid Maternity Leave (12 weeks), Paid Paternity Leave (0 weeks)[88]. Paid leave is handled in a variety of ways at Emerson's U.S. business units, with some units offering designated paid maternal and/or paternal parental leave in addition to vacation and other types of time off; some

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[82] Ibid

[83] Ibid

[84] Ibid

[85] UNITED STATES SECURITIES AND EXCHANGE COMMISSION, "EMERSON ELECTRIC CO.", 2017, https://www.sec.gov/Archives/edgar/data/32604/000003260417000046/emr-09302017x10xk.htm.

[86] "Corporate Social Responsibility Report", People & Workplace, 2016, https://www.emerson.com/documents/corporate/emerson-csr-final-100917-en-1588708.pdf.

[87] REUTERS, "Emerson Electric Co (EMR)", 2018, https://www.reuters.com/finance/stocks/company-profile/EMR.

[88] FAIRYGODBOSS, "Crowdsourced Employer Benefits", 2018, https://fairygodboss.com/company-overview/emerson-electric-co.

providing paid time off for any purpose; and some providing unpaid family leave in addition to traditional paid vacation[89].

Endesa — Spain

Sector(s): Electricity — Spain and Portugal

Type: Utility

Revenue: $19.281 Billion € (2016) [90]

Size of Workforce (percent female): 9,694 (22.4% overall; 30.8% middle management; 16.4% executive)[91]

Company Description: Endesa is the leading company operating in the Spanish electricity sector and the second largest operator in the Portuguese electricity market. Their core business is in the generation, distribution and sale of electricity. They are also a major operator in the natural gas sector and provide other energy-related services.

Women's Empowerment Policy Goal(s):

- **HR – Diversity Workforce**: 37% of new positions filled by women by 2019. [92]
- **HR – Diversity Management**: 30% of women as board members by 2020. [93]

Parental Leave Time: None Referenced

Comment: No parental leave policy could be found on their websites. ENEL Group owns 70.1% of Endesa, but it is not clear if ENEL's corporate policies also apply within Endesa.[94]

ENEL — Italy

Sector(s): Electricity and Gas — US, Canada, Mexico, Brazil, South Africa, Russia, and Others

Type: Utility

Revenue: 70.592 Billion € (2016)[95]

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[89] EMERSON, "People & Workplace", 2017-18, https://www.emerson.com/en-us/about-us/corporate-social-responsibility/people-workplace.

[90] Endesa, "In Figures - Data - Endesa.com - Endesa.com," accessed April 24, 2018, https://www.endesa.com/en/about/a201611-figures.html.

[91] Endesa, "Sustainability Report 2016," 2016, https://www.endesa.com/content/dam/enel-es/endesa-en/home/investors/financialinformation/annualreports/documents/2016/IS_2016_ING.pdf.

[92] Endesa, "Sustainable Business Model - Endesa," accessed April 24, 2018, https://www.endesa.com/en/investors/a201707-social-responsible-investment.html.

[93] Ibid.

[94] Endesa, "Endesa Profile - Endesa.com - Endesa.com," accessed April 24, 2018, https://www.endesa.com/en/about/a201611-profile.html.

[95] ENEL, "Seeding Energies Sustainability Report," 2016, https://www.enel.com/content/dam/enel-com/investors/2017/ENG_BDS2016_20170502_4WEB.pdf.

Size of Workforce (percent female): 62,080 (2016) (20% overall; 17% management; 26% middle management)[96] [97]

Company Description: Enel operates in over 30 countries, with installed net capacity of around 83 GW, with 1.9 million kilometers of distribution networks and over 61 million customers. Enel produces energy in Europe, Russia, America, South Africa and India through a balanced mix of sources, in which a leading role is played by renewables (hydro, wind, solar, geothermal, biomass) and where fossil fuels are diversified across natural gas, coal and oil. Almost half of the electricity produced by Enel has no CO2 emissions, making the Group one of the main producers of clean energy[98].

Women's Empowerment Policy Goal(s):

- **HR – Diversity Workforce**: "In the staffing and recruiting process it will be guaranteed that, in the initial stage of the process, both genders will be equally represented compared to the total population being assessed. Should this not be possible, a justified reason will have to be given to allow the Company to analyze the phenomenon in the various countries, and consequently to launch targeted actions." [99]
- **CSR – Educational programs for enhanced future workforce diversity**: "Specific relationships with universities will be started to identify programs and cooperation to promote the participation of female students in technical faculties."[100] The company has a system reporting on the percentage of women in recruitment pools. if it envisages that the equality in the pool cannot be reached, a written motivation must be written to identify any support actions that can be taken. Awareness-raising initiatives were launched to promote the access of female students to technical faculties, both through the testimony of ENEL managers at schools and universities, and through events in company offices, involving a total of over 2600 female students.[101]
- **HR – Parental Leave**: ENEL's Parental Program, or "Maternity Accompaniment Project" as they call it continues and has been extended beyond Italy to Spain and Argentina. It consists of a series of structured meetings between the manager, female employee and HR Business Partner, to be held before the obligatory maternity leave starts and then on the mother's return to work. The program aims to valorize the new skills acquired during maternity (management of complexity, responsibility, leadership) and to build among all those involved a program which never leaves the future mother alone at any time during the pregnancy and subsequently, supporting her also in the decisions linked to reconciling private life and work. The length of the leave is dependent on the country's law where the employee is based, but it was found that 2,090 people have requested and used parental leave (1,122 of which were women) as per the 2015 Sustainability Report. [102]

Parental Leave Time: The length of the leave is dependent on the country's law where the employee is based[103].

Comment: As ENEL is a holder of many other energy companies, some of which are studied in this working paper, it is possible that the policies implemented by ENEL mostly apply to the companies which they hold. There was very

[96] Ibid.

[97] ENEL, "Diversity and Inclusion | Enel Sustainability Report 2015," accessed April 24, 2018, http://sustainabilityreport2015.enel.com/en/responsible-management-business/our-people/diversity-and-inclusion#start.

[98] ENEL, "Seeding Energies Sustainability Report."

[99] ENEL, "Diversity and Inclusion | Enel Sustainability Report 2015."

[100] Ibid.

[101] ENEL, "Seeding Energies Sustainability Report."

[102] Ibid.

[103] Ibid.

little information about how the separation of the different companies' policies was done, and this can be very complex.

ENEL Generacion El Chocon S.A. Argentina

Sector(s): Hydro

Type: Power Plant

Revenue: Not available

Size of Workforce (percent female): 66 employees[104] (female share not listed)

Company Description: Enel Generación El Chocón S.A., formerly Hidroeléctrica El Chocón S.A. (H.E.C.S.A.), is a company engaged in the generation of power from the falls of El Chocón and Arroyito over the Limay river[105].

Women's Empowerment Policy Goal(s): None Referenced

Parental Leave Time: None Referenced

Comment: This company was included because its CEO has signed the Statement of Support for the Women's Empowerment Principles, however the information is limited in their actions toward the commitment. While there is no description of whether the company itself has investments/policies in Women's Empowerment, the purchase by ENEL (which does have such policies) alludes to the fact that there might also be these policies implemented by this wholly owned subsidiary. As a subsidiary of ENEL, it is possible that their policies are, indeed, the same as those of ENEL Group[106].

ENEL Generación Perú (formerly Edegel) S.A.A. Perú

Sector(s): Electricity

Type: Generation

Revenue: Not Available

Size of Workforce (percent female): Not Available

Company Description: Enel Generación Perú is part of the Peruvian Distribution Network that operate under the Electricity Concessions Law and the Committee for the Economic Operation of the Peruvian Distribution Network (COES-SINAC). In addition, Enel comply with the regulations applicable to the activities of the electricity sector set out by the Peruvian Ministry of Energy and Mines and supervised by the Peruvian Supervisory Agency for Investment in Energy and Mining One of the main private electricity generation companies in Perú. Enel Peru have a total effective

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[104] Find The Company, "Company Listings," n.d., http://listings.findthecompany.com/l/94731876/Hidroelectrica-El-Chocon-S-A.

[105] ENEL Generacion El Cocon S.A., "This Is Enel Generación El Chocón - Enel.com.ar," accessed April 24, 2018, https://www.enel.com.ar/Home-Enel/enel-generacion-el-chocon/a201611-This-is-enel-generacion-el-chocon.html.

[106] Ibid.

capacity of 1,682.60 MW, of which 46.7% come from hydroelectric power and 53.3% from thermoelectric power. Enel obtain revenues from the sale of capacity and energy. This activity is carried out under contracts with free customers, regulated customers or through the transfer of capacity and energy in the spot marketing which assets are traded for immediate delivery[107].

Women's Empowerment Policy Goal(s): None referenced

Parental Leave Time: None referenced

Comments: A subsidiary of ENEL Group, thus, it is possible (but not certain) that the policies of ENEL Group apply within this company.

ENEL PS — Serbia

Sector(s): Power Electronics

Type: Manufacturer –Service Provider

Revenue: Not Available

Size of Workforce (percent female): 100 (2018) [108]

Company Description: The Company design and build data centers in an efficient way, and develop complex solutions tailored to business users. They have only over 100 employees. Recently they have installed the first public solar charger for mobile devices produced by Strawberry Energy [109].

Women's Empowerment Policy Goal(s): None referenced

Parental Leave Time: None referenced

Comment: This company is not part of the ENEL Group based in Italy

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ENVE — Turkey

Sector(s): Other

Type: Other

Revenue: Not available

Size of Workforce (percent female): Not available

Company Description: They are an energy management company, designing projects for mechanical and electrical installation systems projects in terms of functionality, visuals, and efficiency. [110]

Women's Empowerment Policy Goal(s): None referenced

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[107] Enel, "About Enel Distribución Perú", 2016, accessed 2018. https://www.enel.pe/en/investors/a201612-about-enel-distribucion-peru.html.

[108] Enel PS, "Enel PS: About," 2018.

[109] Ibid.

[110] Enve Enerji, "Enve Enerji | Hakkımızda," accessed April 24, 2018, http://www.enve.com.tr/hakkimizda.

Comment: This company was included because its CEO has signed the Statement of Support for the Women's Empowerment Principles, however the information is limited in their actions toward the commitment. The website was in Turkish, and this represented a challenge in finding the data needed.

Entek Elektrik — Turkey

Sector(s): Electricity

Type: Utility

Revenue: Not Available

Size of Workforce (percent female): Not Available

Company Description: Entek Elektrik Üretimi A.Ş. launched its investment works in 1995 and started up electricity generation at the end of 1998. The vision is to become one of the top three electricity companies of Turkey, operating in every stage of electricity industry value chain, with strategic investments in and outside the country borders [111].

Women's Empowerment Policy Goal(s): None referenced

Parental Leave Time: Specific period is not mentioned although they have Koç Group's Leave Regulation and Koç Ailem My Family Program. The aim is to provide benefits and practices "that contribute to raising of life quality of Koç Employees who are members of Koç Group Family and stands by their side in every stage of life" [112].

Eskom Holdings Limited — South Africa

Sector(s): Electricity — Africa

Type: Utilities

Revenue: $14 billion (2017)[113]

Size of Workforce (percent female): 47,658 (2016: 32% overall; 37% senior management, 36% middle-management Board of Directors) [114]

Company Description: Electricity generated by Eskom caters to 95% of South Africa's consumption demand, as well as 45% of consumption across the African continent, designating it the main electricity service provider in SA. Eskom is also focused on adopting innovative technology to meet South Africa's increasing electricity demands. Keen to enhance its share of renewable electricity generation, Eskom has added hydro and a wind power plant of 3MW capacity into its portfolio.[115]

Women's Empowerment Policy Goal(s):

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[111] Koc, "Entek Elektrik A.Ş.," 2015.

[112] Ibid.

[113] Eskom, *Integrated Report 2017*. (Eskom Holdings Limited), 38

[114] Ibid.

[115] "Our Operating Environment", Eskom Holdings Limited, last modified 20.04.2018, http://www.eskom.co.za/OurCompany/CompanyInformation/Pages/Company_Information_1.aspx

- **HR – Management Diversity:** Increase in number of women in senior management to 42%; increase in number of women in middle management positions from 44% by 2021[116].

Parental Leave Time: None referenced

First Solar Inc. USA

Sector(s): others Global

Type: Manufacturer

Revenue: $2.95 Million (2017)[117]

Size of Workforce (percent female): 6,350 (December 2015)[118]

Company Description: First Solar, Inc. is an American photovoltaic (PV) manufacturer of rigid thin film modules, or solar panels, and a provider of utility-scale PV power plants and supporting services that include finance, construction, maintenance and end-of-life panel recycling. The company went public in 2006, trading on the NASDAQ. As of 2010, First Solar was considered the second-largest maker of PV modules worldwide and ranked sixth in Fast Company's list of the worlds' 50 most innovative companies. In 2011, it ranked first on Forbes's list of America's 25 fastest-growing technology companies. It is listed on the Photovoltaic Global 30 Index since the beginning of this stock index in 2009. The company was also listed as No. 1 in Solar Power World magazine's 2012 and 2013 rankings of solar contractors[241].

Women's Empowerment Policy Goal(s): None referenced

Parental Leave Time: None referenced

GCL- Poly Energy Holdings Limited Hong Kong

Sector(s): Solar Global

Type: Manufacturing, Power Plant

Revenue: ¥23.8 million (2017)[119]

Size of Workforce (percent female): 11,528 (2016: 21.7% overall) [120]

Company Description: As one of the world's largest solar PV manufacturers, GCL Poly is committed to providing technologically advanced global solar power solutions. GCL Poly has embraced cutting edge technology with innovative materials, on its journey to enhance the world's renewable energy capacity. The company also owns and operates PV power stations across USA, China and South Africa, with a combined capacity of 2GW.[121]

Women's Empowerment Policy Goal(s):

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[116] Eksom, *Integrated Report 2017*, 72

[117] First Solar. ," Financial Statements", 2017, http://investor.firstsolar.com/financial-results/financial-statements.

[118] WIKIPEDIA, "First Solar", 2018, https://en.wikipedia.org/wiki/First_Solar.

[119] GCL- Poly Energy Holdings, *Annual Report- 2017*. (GCL-Poly Energy Holdings), 2

[120] GCL- Poly Energy Holdings, *Environmental, Social and Governance report 2016*. (GCL Poly Energy Holdings), 40

[121] GCL- Poly Energy Holdings, *Annual Report- 2017*, 12

- **HR – Parental Program:** 98 days paid maternity leave, 15 days prior to childbirth – as per China's labor laws[122].

Parental Leave Time: 98 days, 15 days prior to child birth[123].

Goldwind — China

Sector(s): Wind, Power Electronics — China, Thailand, Australia, USA, Panama, Romania, and France

Type: Manufacturer

Revenue: $4.2 Billion (2016: 26,396 Million RMB) [124]

Size of Workforce (percent female): 6,526 (2016; female share not available) [125]

Company Description: Established in 1998, Goldwind is now one of the world's largest players in renewable energy. Goldwind's main expertise ranges in wind turbine engineering and manufacturing[126].

Women's Empowerment Policy Goal(s): None referenced

Parental Leave Time: None referenced

Green Plains Inc. — USA

Sector(s): Biofuel

Type: Manufacturer

Revenue: $10.7 Million (2016 – Net Income)[127]

Size of Workforce (percent female): 2,294 (2016) (Female share not available)[128]

Company Description: Green Plains is a vertically integrated ethanol producer located in Omaha, Nebraska, currently having an ethanol production capacity of approximately 1.5 billion gallons per year with 17 plants located throughout the U.S. They also operate an independent third-party ethanol marketing business, Green Plains Trade[129].

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[122] "Employee Maternity Leave and Allowances", China Briefing, last modified 06.04.2017, http://www.china-briefing.com/news/2017/04/06/maternity-leave-allowance-china.html

[123] "Employee Maternity Leave and Allowances", China Briefing, last modified 06.04.2017, http://www.china-briefing.com/news/2017/04/06/maternity-leave-allowance-china.html

[124] "Goldwind Announces Its 2016 Annual Results_News_Media_goldwind," n.d.

[125] "Xinjiang Goldwind Science & Technology Co Ltd - Energy Business Review," n.d.

[126] "Goldwind," n.d.

[127] "Green Plains Reports Fourth Quarter and Full Year 2016 Financial Results," *GlobeNewswire News Room*, February 2017.

[128] Green Plains, "2016 Annual Report," 2016, http://greenplainsannualreport.com/wp-content/uploads/2017/06/Green-Plains-2016-Annual-Report.pdf.

[129] "Overview | Green Plains Inc.," n.d.

Women's Empowerment Policy Goal(s): None referenced

Parental Leave Time: None referenced

Guodian Technology & Environment Group Corporation Ltd. China

Sector(s): Wind

Type: Manufacturing

Revenue: RMB 11.7 billion (2017)[130]

Size of Workforce (percent female): 8,155 (2016: 27.3% overall)[131]

Company Description: Guodian Technology & Environment Group Corporation Ltd. develops and promotes environmental friendly, energy-saving solutions and new energy technologies while focusing on core R&D efforts and supporting strategic clusters of emerging industries[132].

Women's Empowerment Policy Goal(s): None referenced

Parental Leave Time: None referenced

Hanergy Thin Film Power Group Limited Hong Kong

Sector(s): Solar Global

Type: Manufacturing

Revenue: HK$ 6.2 billion (2017)[133]

Size of Workforce (percent female): 3,162 (2017: Not Available)[134]

Company Description: Hanergy Thin Film Power Group Limited's primary business area lies in the design and production of thin film power generation. The company is committed to developing the most technologically advanced and provision of the most cost-effective thin film solar energy applications in the world[135].

Women's Empowerment Policy Goal(s): None referenced

Parental Leave Time: None referenced

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[130] Guodian Technology & Environment Group Corp. Limited, *Annual Financial Report 2017*. (Guodian), 1

[131] Guodian Technology & Environment Group Corp. Limited, *Annual Report 2016*. (Guodian), 123Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.

[132] Ibid

[133] Hanergy Thin Film Power Group Limited, *Annual Report 2017-SEC Filing*. (Hanergy), 1

[134] Ibid.

[135] "Company Overview", Hanergy Thin Film Power Group, last modified 21.04.2018, http://en.hanergythinfilmpower.com/index.php?m=content&c=index&a=lists&catid=36

Hanwha Q Cells — South Korea, Germany

Sector(s): Solar — Global

Type: Manufacturing

Revenue: $2.2 billion (2017)[136]

Size of Workforce (percent female): Not Available

Company Description: Hanwha Q CELLS Co., Ltd. is a manufacturer of photovoltaic (PV) solar cells. To meet growing global market demands, Hanwha is focused on improving product quality and cost-effectiveness by introducing pioneering technological advancements and eco-friendly materials[137].

Women's Empowerment Policy Goal(s): None referenced

Parental Leave Time: None referenced

Hella Kgaa Huecko & Co — Germany

Sector(s): others — Global

Type: Manufacturer

Revenue: €6.4 Billion[138]

Size of Workforce (percent female): 37,716 (8.14% and 4.88% in first and second management)[139]

Company Description: Hella KGaA Hueck & Co. (stylized as HELLA) is an internationally operating German automotive part supplier with headquarters in Lippstadt, North Rhine-Westphalia. The company develops and manufactures lighting and electronic components and systems for the automotive industry, and has one of the largest trade organizations for automotive parts, accessories, diagnosis and services within Europe. Hella is one of the top 50 global automotive suppliers and belongs to the 100 largest industrial companies in Germany. Worldwide, about 30,700 people are employed in more than 100 locations in over 35 countries. More than 5,800 engineers and technicians work in research and development within the company[140].

Women's Empowerment Policy Goal(s):

[136] Hanwha Q-Cells Co., Ltd, *Annual Report 2017- SEC Filing*. (Hawha Q- Cells Co., Ltd), 5

[137] "Introduction", Hanwha Q-Cells, Co., Ltd, last modified 31.12.2016, https://www.hanwha-qcells.com/qcells-office/about/introduction

[138] WIKIPEDIA, "Hella (company)", 2018, https://en.wikipedia.org/wiki/Hella_(company).

[139] "Group management report and consolidated annual financial statements of HELLA KGaA Hueck & Co.", DETERMINATIONS REGARDING FEMALE REPRESENTATION, 2016/2017, https://www.hella.com/hella-com/assets/media_global/2017.08.10_HELLA_Annual_Report_Group_Management_Report_secured.pdf.

[140] "Group management report and consolidated annual financial statements of HELLA KGaA Hueck & Co.", DETERMINATIONS REGARDING FEMALE REPRESENTATION, 2016/2017, https://www.hella.com/hella-com/assets/media_global/2017.08.10_HELLA_Annual_Report_Group_Management_Report_secured.pdf.

- **HR - Diversity Management**: Increase female representation to 9.5% in the first management and 6% in second management[141].

Parental Leave Time: None referenced

Koninklijke Philips **Netherlands**

Sector(s): Other Global

Type: Manufacturer - Service Provider

Revenue: €24.51 Billion[142]

Size of Workforce (percent female): 114,188 (2016)[143]

Company Description: Koninklijke Philips N.V. (Philips, stylized as PHILIPS) is a Dutch technology company headquartered in Amsterdam currently focused in the area of healthcare. It was founded in Eindhoven in 1891, by Gerard Philips and his father Frederik. It was once one of the largest electronic conglomerates in the world and currently employs around 105,000 people across 60 countries. Philips is organized into three main divisions: Philips Consumer Lifestyle (formerly Philips Consumer Electronics and Philips Domestic Appliances and Personal Care), Philips Healthcare (formerly Philips Medical Systems) and Philips Lighting. As of 2012, Philips was the largest manufacturer of lighting in the world measured by applicable revenues. In 2013, the company announced the sale of the bulk of its remaining consumer electronics to Japan's Funai Electric Co., but in October 2013, the deal to Funai Electric Co was broken off and the consumer electronics operations remain under Philips. Philips said it would seek damages for breach of contract in the US$200-million sale. In April 2016, the International Court of Arbitration ruled in favor of Philips, awarding compensation of €135 million in the process.

Women's Empowerment Policy Goal(s):

- **HR - Diversity Management**: Target of 30% of women in its Board of Management, Executive Committee and Supervisory Board[144].

Parental Leave Time: None referenced

Inox Wind Ltd. **India**

Sector(s): Wind Global

Type: Manufacturing

Revenue: INR 34.2 billion (2017)[145]

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[141] "Group management report and consolidated annual financial statements of HELLA KGaA Hueck & Co.", DETERMINATIONS REGARDING FEMALE REPRESENTATION, 2016/2017, https://www.hella.com/hella-com/assets/media_global/2017.08.10_HELLA_Annual_Report_Group_Management_Report_secured.pdf.

[142] WIKIPEDIA, "Philips", 2018, https://en.wikipedia.org/wiki/Philips.

[143] WIKIPEDIA, "Philips", 2018, https://en.wikipedia.org/wiki/Philips.

[144] "Addressing healthcare challenges through innovation", Board of Management and Executive Committee, 2017, http://eproxymaterials.com/interactive/phg2017/.

[145] Inox Wind, *Annual Report 2017*. (Inox Wind), 41

Size of Workforce (percent female): 3,204 (2017: 0.3% overall)[146]

Company Description: Inox Wind is leading India's technology drive for renewable energy, providing end-to-end solutions for wind power, from resource assessment and land acquisition to operational execution of the power plant. The company uses cutting edge technology and innovation to set the pace with global advancements in renewable energy technology. Inox Wind's capability in providing an end-to-end wind power solution that meets the highest quality and innovation standards sets them apart globally[147].

Women's Empowerment Policy Goal(s):

- WE – Workforce: Company policy, in line with national laws, on prevention, prohibition and redressal of sexual harassment of women at workplace[148].

Parental Leave Time: None referenced

Itaipu Binacional - https://www.itaipu.gov.br/en **Brazil and Paraguay**

Sector(s): Electricity

Type: Utility, Power plant operator

Revenue: $3.811 Billion (2016)[149]

Size of Workforce (percent female): 3102 (2017: 19.59% overall, 14.29% in boards)[150,151]

Company Description: Itaipu Binacional is a global leader in clean and renewable energy production. Itaipu provides around 15% of the energy consumed in Brazil and 86% of the energy consumed in Paraguay[152].

Women's Empowerment Policy Goal(s):

- **CSR – Women and communities Support:** The Shelter Home, created by Itaipu and the NGO Casa Familia Maria Porta do Céu, support women who suffered domestic violence allowing them and their children to rebuild their lives in a more dignified and independent way. Women and children are provided with up to 6 months protection and psychological support, legal counsel and the opportunity to go to a technical school153 .
- **HR – Parental Program:** Itaipu Binacional promotes initiatives such as flexible schedule that allows parents to anticipate or postpone their shifts in half an hour. The company assure the right to attend Mother's and Father's Day presentations and exempts employees (both men and women) from having to request authorization from their superiors to take their children to the doctor's, if they present a note from the doctor154 .

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[146] Ibid.

[147] Ibid

[148] Ibid

[149] Itaipu Binacional, "Sustainability Report 2016," 2016.

[150] Itaipu Binacional, "Supervisory Board and Executive Board of Directors | ITAIPU BINACIONAL," 2017.

[151] Itaipu Binacional, "Sustainability Report 2016."

[152] Itaipu Binacional, "ENERGY | ITAIPU BINACIONAL," n.d.

[153] Itaipu Binacional, "Shelter Home | ITAIPU BINACIONAL," n.d.

[154] Itaipu Binacional, "Gender Equality | ITAIPU BINACIONAL," n.d.

- **WE – Workforce:** The Gender Equality Incentive Program action encourages female employee to evolve and take on leadership positions155 .

Parental Leave Time: 60 days for maternity leave and 15 days for paternity leave[156] .

Comment: As a company with public participation, Itaipu Binacional participates in numerous councils and initiatives for gender equality and women's empowerment such as Standing Committee on Gender Issues of the Ministry of Mines and Energy and Related Companies and Executive Women's Space, in addition in having signed the Women's Empowerment Principles (WEPs) Advisory Council of the United Nations Global Compact and UN Women[157]. In 2015, Itaipu was granted the Pro-Gender Equality Seal for the fifth-time: the seal is the acknowledgment of the pioneering work developed by the company in the electricity industry[158] .

Johnson Controls USA

Sector(s): HVACs, Energy Storage, Buildings USA, Ireland, China, and Others

Type: Manufacturer

Revenue: $37.7 Billion (2016) [159]

Size of Workforce (percent female): 120,000 (2016: 21% in executive committee) [160]

Company Description: Johnson Controls creates intelligent buildings and efficient energy solutions, integrated infrastructure and transportation systems aiming at contributing to smart cities and communities' development. The company serves more than 150 countries globally [161] .

Women's Empowerment Policy Goal(s):

- **WE – Workforce:** Through the "NEXT" Chapter [162] , Johnson Controls' Society of Women Engineers iRelaunch program, the company collaborates with women who have been out of the workforce two or more years and hold core skill sets in engineering, science and technology disciplines. Women who are selected for the Next Chapter program receive an 8 - 12-week "experienced internship" placement, which is individually customized. In addition to serving as part of a project team, participants receive training to close any knowledge gaps, are exposed to networking opportunities and receive a dedicated coach/mentor. Full-time employment is offered upon successful completion of the internship. This chapter of NEXT is offered in collaboration with Marquette University, Milwaukee School of Engineering, the University of Wisconsin and the University of Wisconsin-Milwaukee M17 [163] .

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[155] Ibid.

[156] Itaipu Binacional, "Sustainability Report 2016."

[157] Ibid.

[158] Itaipu Binacional, "Gender Equality | ITAIPU BINACIONAL."

[159] Johnson Controls, "Business and Sustainability Report," n.d.

[160] Johnson Controls, "Learn about," *Our Company | Johnson Controls*, n.d.

[161] Ibid.

[162] Johnson Controls, "Wanted: Female Engineers for the Future," *Wanted: Female Engineers for the Future | Johnson Controls*, n.d.

[163] Johnson Controls, "Johnson Controls Launches Program to Help Women Re-Enter the Workforce," *Johnson Controls Launches Program to Help Women Re-Enter the Workforce | Johnson Controls*, n.d.

- **CSR – Educational programs for enhanced future workforce diversity:** NEXT – Network Educate eXpand and Transform sponsors networking events to show college and students the real opportunities of engineering. It also promotes internships and graduate experiences to attract diverse talent to the company. In addition, NEXT entails leadership opportunities for the company's young female engineers also through the "Engineering Challenge Day" and other events that introduce girls in middle and high school to engineering disciplines, offering role models for high school students [164].

Parental Leave Time: None referenced

Kansai Electric Power Co. Inc. **Japan**

Sector(s): Electricity Asia, Australia, North America

Type: Utility

Revenue: ¥2614.4 Billion (non-consolidated), ¥3011.3 billion (consolidated) [165]

Size of Workforce (percent female): 21,314 [166]

Company Description: Kansai Electric has established a new International Business and Cooperation Division that actively participates in overseas projects and the consulting business. The company raises business value by utilizing highly efficient facilities and implementing maintenance, while also contributing to improving the power infrastructures of partner countries and mitigating impact on the global environment [167].

Women's Empowerment Policy Goal(s): None referenced

Parental Leave Time: None referenced

Landsvirkjun - National power company Iceland **Iceland**

Sector(s): Electricity

Type: Utility

Revenue: $420 Million (2016)[168]

Size of Workforce (percent female): 260 (2016: 30% overall, 40% board)[169]

Company Description: Landsvirkjun, the National Power Company of Iceland, is Iceland's largest electricity generator and one of the ten largest producers of renewable energy in Europe. Landsvirkjun was established to construct and operate hydroelectric power plants which could provide reasonably priced electricity to the domestic market as well

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[164] Johnson Controls, "Wanted: Female Engineers for the Future."

[165] KEPCO, "Power Book 2017: Company Profile," 2017.

[166] Ibid.

[167] KEPCO, "The Kansai Electric Power Co.," 2018.

[168] Landsvirkjun, "Annual Report 2016", 2017, https://annualreport2016.landsvirkjun.com/.

[169] Landsvirkjun, "Landsvirkjun's Corporate Social Responsibility Progress and focus in 2016", 2017, https://annualreport2016.landsvirkjun.com/company/people#CompanyStructure.

as the power intensive industries. Currently Landsvirkjun operates 17 power plants in Iceland concentrated on five principal areas of operation[170].

Women's Empowerment Policy Goal(s):

- WE - Workforce: Policy aims to address wage equality, job vacancies, vocational training and retraining, coordination of family and business life and sexual harassment. The goal in 2016 is to bring the gender pay gap for similar work or work of similar value to within 1%.
- HR – Diversity Workforce: In 2016 the objective is to improve the gender ratio in positions of management and authority in the Company by increasing the proportion of women from 24% to 30%[171]
- CSR – Educational Programmes: Landsvirkjun practiced CSR policy from 1965 and adopted a new policy on CSR based on the ISO 26000 standard and its definitions on the key elements of CSR. Under the CSR policy scheme HR policy is implemented the goal of the CSR policy is to increase the positive impact of the company for its stakeholders and decrease the negative impact on the environment and society[172]

Parental Leave Time: None referenced. The Icelandic Act on Maternity/Paternity and Parental Leave applies and states that leave is up to 9 months with 80% of their salary paid.

The Act underwent significant changes in the year 2000. The leave was extended from six months to nine, parents who were active in the labor market were paid 80% of their average salaries during the leave and the payments should come from a specific fund, financed through an insurance levy. The leave was furthermore divided so that fathers were given three months' leave, mothers three months and the parents were given three months to share as they wished, altogether nine months[173].

Comments: The company has composed an Equal Opportunities Committee oversees the annual review of gender equality policy and action plan in gender equality. The objective of increasing the proportion of female managers to 30% in 2016 was unfortunately not achieved. External consultants will be asked to advise and support the Company in achieving this target in 2017. Landsvirkjun's management is working on targeted actions to increase the representation of women in management positions in the Company and balancing the gender ratio[174].

Motech Industries Inc. Taiwan

Sector(s): Solar Global

Type: Manufacturer

Revenue: $ 28,962,892 [175]

Size of Workforce (percent female): Not Available

Company Description: Motech builds solar cells, modules and inverters that provide greater efficiency and higher value customized solutions. The aim is to become world leader in renewable energy and to promote clean and

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[170] Landsvirkjun, "Company- History", 2017, https://www.landsvirkjun.com/company/history.

[171] Landsvirkjun, "Society & Environment -Our Social Responsibility –Goals", 2017, https://www.landsvirkjun.com/societyenvironment/our-social-responsibility/goals.

[172] Landsvirkjun, "Landsvirkjun's Corporate Social Responsibility Progress and focus in 2016", 2017, https://annualreport2016.landsvirkjun.com/company/people#CompanyStructure.

[173] European Commission, "The Parental Leave System in Iceland", 2008, http://ec.europa.eu/social/BlobServlet?docId=2265&langId=en.

[174] Landsvirkjun, "Society & Environment -Our Social Responsibility –Goals", 2017, https://www.landsvirkjun.com/societyenvironment/our-social-responsibility/goals.

[175] Motech Industries Inc. and its Subsidiaries, "Consolidated Financial Statements," 2016.

sustainable environment. The company also ensures nice working environment and to promote green image, the company offers bicycle to employees and accommodation is also nearby company to limit transportation impact on climate [176].

Women's Empowerment Policy Goal(s): None referenced

Parental Leave Time: None referenced

National Grid — United Kingdom

Sector(s): Electricity and Gas — United Kingdom and United States

Type: Utility and TSO

Revenue: $21.49 Billion (2016) [177]

Size of Workforce (percent female): 25,068 (23.4% overall; 28.9% management; 33% board; 22% executive committee)[178]

Company Description: British multinational company and a constituent listed among the FTSE 100 Index. Its operations are in the UK and US and operates primarily as a TSO with assets in transmission lines in the US and UK. One of the world's largest investor-owned energy companies, committed to delivering electricity and gas safely, reliably and efficiently to the customers and communities they serve. They are a regulated utility based in the UK and US, with principal operations in electricity and gas transmission and distribution[179].

Women's Empowerment Policy Goal(s):

- **HR – Diversity Management:** 30% of women in senior positions by 2033. 33% of women in board positions and on the executive committee by 2020[180].
- **HR – Parental Program:** Maternity leave is up to 39 weeks and they provide a Working Tax Credit of up to 8,750 GBP of child care costs according to "YouPlan" which is the provider of National Grid's working benefits[181].

Parental Leave Time: Up to 39 weeks[182].

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[176] Motech, "Company Overview," 2018.

[177] National Grid, *Annual Report 2017* (National Grid plc), accessed April 19, 2018, http://investors.nationalgrid.com/~/media/Files/N/National-Grid-IR/reports/ara-2016-17-plc-06-06-2017.pdf.

[178] National Grid, "National Grid Annual Report and Accounts 2016/17," 2017, http://investors.nationalgrid.com/~/media/Files/N/National-Grid-IR-V2/reports/2016-17/ara-2016-17-plc-06-06-2017.pdf pag 30 and 120.

[179] Ibid.

[180] National Grid, "The Gender Equality Balancing Act - National Grid," 2017, http://nationalgridconnecting.com/gender-equality-balancing-act/.

[181] YouPlan, "Raising a Family | YouPlan | National Grid," accessed April 20, 2018, https://www.nationalgridyouplan.co.uk/youplan/financial-wellness/raising-a-family.page.

[182] Ibid.

Nopal Lux — Serbia

Sector(s): Electrical Installation Equipment

Type: Manufacturer –Service Provider

Revenue: Not Available

Size of Workforce (percent female): 123 [183]

Company Description: NOPAL Lux LLC is a leading manufacturer of electrical installation material in Serbia, built on the foundations of NOPAL joint stock Company, whose name has implied value, quality and reliability for over 50 years [184].

Women's Empowerment Policy Goal(s): None referenced

Parental Leave Time: None referenced

NRG Energy — United States

Sector(s): Natural gas, Coal, Solar, Wind, Nuclear — United States (31 States), Haiti, and Nepal

Type: Utility

Revenue: $ 12,351 million [185]

Size of Workforce (percent female): 8,500 [186] (female share not available)

Company Description: NRG is the leading integrated power company in the U.S., built on the strength of the nation's largest and most diverse competitive electric generation portfolio and leading retail electricity platform [187].

Women's Empowerment Policy Goal(s): None referenced

Parental Leave Time: None referenced

Optima Energia — Mexico

Sector(s): Energy Efficiency, Energy Services

Type: Service Provider

Revenue: Not available

Size of Workforce (percent female): Not available

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[183] Nopal Lux, "Nopal Lux: About Us," 2013.

[184] Ibid.

[185] NRG, "NRG Energy: Our Story," 2018.

[186] Ibid.

[187] Ibid.

Company Description: Optima Energia has been the first Mexican business focused on energy efficiency services, now with a consolidated portfolio in Mexico and in Latin America. Optima Energia works both in the private and in the public energy sector[188].

Women's Empowerment Policy Goal(s): None referenced

Parental Leave Time: None referenced

Orkuveita Reykjavíkur-Reykjavik Energy **Iceland**

Sector(s): Electricity, Water and Sewage, Data Provider

Type: Manufacturer - Utility - Transmission Service Operator

Revenue: $404.48 Million (2016 Q4)[189]

Size of Workforce (percent female): 450 (2017: 30% Overall, 51% Management)[190]

Company Description: Orkuveita Reykjavíkur is an Icelandic energy and utility company that provides electricity, geothermal water for heating, and cold water for consumption and firefighting. It also operates a data-utility network and waste-treatment facilities. The Company has four subsidiaries[191].

- VEITUR: Utilities take care of the structure and operation of supply systems.
- The Energy of Nature: The company manufactures and sells electricity to the people of Nesjavellir, Hellisheiði Power Plant and Andakílsár Power Plant.
- Reykjavik Data Provider: It sells homes and businesses access to its high-speed data transmission system, Ljósleiðarinn.
- Water and sewage sf.: Structure and operation of local government services.

Women's Empowerment Policy Goal(s):

- **WE - Workforce**: Target of reaching wage equality, job vacancies, vocational training and retraining [192].
- **CSR - Educational programs for enhanced future workforce diversity**: OR code of Ethics to respect equality and other human rights [193].
- **WE – Management**: Maintain 51% of women share in top management[194].

Parental Leave Time: None referenced. The Icelandic Act on Maternity/Paternity and Parental Leave applies and states that leave is up to 9 months with 80% of their salary paid.

The Act underwent significant changes in the year 2000. The leave was extended from six months to nine, parents who were active in the labor market were paid 80% of their average salaries during the leave and the payments should come from a specific fund, financed through an insurance levy. The leave was furthermore divided so that fathers were

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[188]"Especialistas En Ahorro de Energía. Cero Inversión Inicial Autofinanciable Con Los Ahorros," n.d.

[189] OR, "Finances, Key Financial Figures", 2017. https://www.or.is/fjarmal/fjarmalafrettir/lykiltolur-fjarmala.

[190] OR, "About OR Staff – Key Figures for employee affairs", 2017. https://www.or.is/um-or/vinnustadurinn/lykiltolur.

[191] OR, "About OR", 2017, https://www.or.is/um-or.

[192] OR, "About OR- That's how we are", 2017, https://www.or.is/um-or/vinnustadurinn/svona-erum-vid.

[193] OR, "About OR- OR Code of Conduct", 2017, https://www.or.is/um-or/stjornhaettir/sidareglur.

[194] OR, "About OR – Equality", 2017, https://www.or.is/um-or/vinnustadurinn/jafnretti.

given three months' leave, mothers three months and the parents were given three months to share as they wished, altogether nine months[195].

Comments: OR has a common employee policy and an active gender equality committee. The Energy Authority of Iceland has granted equal treatment of the Equal Opportunities Council. The recognition is granted for a focused and effective level of gender equality within the company. The Organization of Women of Foreign Origin was awarded for the protection of women of foreign origin with support and education and to prevent their social isolation by giving them the opportunity to adapt to Icelandic culture in a natural way.

Orsted – Previously "Dong Energy A/S" **Denmark**

Sector(s): Wind Denmark and United Kingdom

Type: Manufacturer, Service Provider

Revenue: $9.78 Billion (2017)[196]

Size of Workforce (percent female): 5,600 (2017: 30% overall, 24% Senior and Middle management) [197]

Company Description: Orsted A/S is a renewable energy company leader in the off-shore wind energy sector. The company develops, constructs and operates multiple offshore wind farms[198].

Women's Empowerment Policy Goal(s):

- **HR - Management Diversity:** The company is committed to reach 32% female share in its top-50 management, 25% in leadership forum (top 50-400); 22% in other managerial positions by 2020 [199].
- **WE – Management**: The Columbus Programme is designed to accelerate the development of potential future leaders. It reserves one third of the seats for women in 2018. For more experienced female managers, the company has initiated a new 'Female Spotlight Initiative' which will support talented women in stepping into senior leadership positions [200].

Parental Leave Time: None referenced

Pacific Ethanol Inc. **USA**

Sector(s): Biofuel

Type: Manufacturer

Revenue: $1.2 Billion (2016) [201]

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[195] European Commission, "The Parental Leave System in Iceland", 2008, http://ec.europa.eu/social/BlobServlet?docId=2265&langId=en.

[196] A/S Orsted, "Orsted Annual Report 2017," February 2018.

[197] Ibid..

[198] Orsted A/S, "About Us," n.d.

[199] Orsted, "Orsted Annual Report 2017."

[200] Ibid.

[201] "Pacific Ethanol Annual Revenue, Income Statement, 2017, 2016 - Amigobulls," n.d.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.

Size of Workforce (percent female): 500 (2016: N/A) [202]

Company Description: Pacific Ethanol runs bio refineries producing ethanol and sells all the processes co-products. The company owns nine biorefineries, located in the USA, and have a combined operating capacity of 65 million gallons per year. [203]

Women's Empowerment Policy Goal(s): None referenced

Parental Leave Time: None referenced

Comments: The company's Code of Ethics mentions the US government – "PEI-V-021 Equal Opportunity Employment". However, no specific policy has been found to be mentioned nor implemented [204] .

Panasonic Corporation — Japan

Sector(s): Consumer Electronics, Housing, Automotive — Global

Type: Manufacturer

Revenue: $64.78 Billion (2017)[205]

Size of Workforce (percent female): 257,533 (2017: 6.90% Senior and Middle management) [206]

Company Description: Panasonic Corporation has been established in 1918 and to date, it incorporates 496 companies developing the following business segments: appliances, eco solutions, connected solutions and automotive and industrial systems in the areas of consumer electronics, buildings and automotive, at retail and Business to Business [207] .

Women's Empowerment Policy Goal(s):

- **WE – Workforce:** a new initiative has established that every July would be Diversity Promotion Month, where the company is hosting forums and creating opportunities in the workplace for discussions on the theme of promoting diversity.
- **WE – Management:** Panasonic corporation provides study groups and career-advancement seminars for women employees and for women leaders to create opportunities for women to encounter role model's values and view on working, as well as further strengthening the management capabilities of superiors [208] .
- **CSR – Women and communities support & HR – Diversity Workforce:** Women Connect and Panasonic is a business impact group created to support recruiting, hiring, internal advancement and community service opportunities for women at the company. Efforts have been enhanced to identify candidates from all diverse groups through marketing and partnering with specialized recruiting organizations [209] .
- **HR – Parental Program [210]:** Panasonic Corporation provides several benefits under the Supporting Work-life management policy. The main parts of it are listed as follow:

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[202] "Pacific Ethanol, Inc.: Private Company Information - Bloomberg," n.d.

[203] "Biorefineries and Locations," *Pacific Ethanol*, n.d.

[204] "Code of Ethics - All Personnel," *Pacific Ethanol*, n.d.

[205] Noboru Uchiyama, "Panasonic Reports Fiscal 2017 Annual Results," 2017, 43.

[206] Panasonic Corporation, "Sustainability Data Book 2017" (Tokyo, Japan, August 2017).Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.

[207] Panasonic Corporation, "Company Overview - Corporate Profile - About Us - Panasonic Global," n.d.

[208] Panasonic Corporation, "Sustainability Data Book 2017."

[209] Ibid.

[210] Ibid.

- **Child Care Leave:** A nonconsecutive total of two years of leave that can be taken until the end of the April following the child starting at elementary school.
- **Work and Life Support Program:** A flexible work system for those raising children, or providing nursing for an elderly person, that includes short work-hours; half-days; adjustable, fewer-day working weeks; and other appropriate schedules.
- **Family Support Leave:** A leave system that can be used for a wide range of events including care or nursing of family members, or attending child's school events.
- **Child-rearing Support Café Point:** A system by which the company will cover some of the costs for childcare during overtime work or when a child is ill.
- **Child Planning Leave:** System of leave for fertility treatments.
- **A comprehensive program for supporting a balance between nursing care and work**

Parental Leave Time: Not disclosed as per company policy [211].

Comments: Panasonic Corporation provides a detailed history of its effort in supporting women in their sustainability report. It is remarkable how, since 2008, the number of women in managerial positions has almost tripled (2008: 169, 2017: 464) [212].

Petrobras — Brazil

Sector(s): Biofuel, Oil and Gas

Type: Manufacturer

Revenue: $81.41 Billion (2016) [213]

Size of Workforce (percent female): 51,255 (2016: 16% overall, 17% Senior and Middle management) [214]

Company Description: Petrobras is a publicly-held company specialized in the oil, natural gas and energy industry. Its activities involve exploration and production, refining, marketing, transportation of the above-mentioned fuels, electricity, chemical-gas and biofuel segments[215].

Women's Empowerment Policy Goal(s): None referenced

Parental Leave Time: None referenced

Comments: The 2016 Sustainability Report presents interesting data about women employment However; no specific policy is mentioned[216].

Philips Lighting — Netherlands

[211] Panasonic Corporation, "GRI G4 Sustainability Reporting Guidelines - Guidelines - Sustainability - About Us - Panasonic," n.d.

[212] Panasonic Corporation, "Sustainability Data Book 2017."

[213] "Petrobras Revenue 2009-2016 | Statistic," *Statista*, n.d.

[214] Petrobras, "Sustainability Report: Check out Our Performance," *Petrobras*, n.d.

[215] "Profile: Get to Know the Company's Profile," *Petrobras*, n.d.

[216] Petrobras, "Sustainability Report: Check out Our Performance."

Sector(s): Lighting — Global

Type: Manufacturing

Revenue: €281 Million (2017 net revenue)[217]

Size of Workforce (percent female): 32,130 (2017: 38% overall, 20% management, 17% executives; 30% Board)[218]

Company Description: Over the past century, the company has been a global leader in providing technologically advanced and energy efficient lighting solutions. Philips Lighting offers a comprehensive end-to-end package, providing a lasting sustainable impact on businesses and people's lives across the world.[219]

Women's Empowerment Policy Goal(s):

- **HR – Management Diversity:** Women to comprise 30% of the Board and Management and Supervisory Board[220]

Parental Leave Time: None referenced

Renewable Energy Group Inc. — **United States**

Sector(s): Biofuel — United States and Germany

Type: Power Plant

Revenue: $2.04 Billion (2016) [221]

Size of Workforce (percent female): 501-1000 **According to LinkedIn, limited information available [222]

Company Description: Renewable Energy Group, Inc. (Nasdaq: REGI) is a leading provider of cleaner, lower carbon intensity products and services. We are an international producer of biomass-based diesel, a developer of renewable chemicals and North America's largest producer of advanced biofuel.[223]

Women's Empowerment Policy Goal(s): None referenced

Parental Leave Time: None referenced

Comment: Chosen for study as one of the top renewable energy companies in the world.

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[217] Philips Lighting. *Annual Report 2017*. (Philips Lighting), 27

[218] Ibid

[219] Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid. "About Philips Lighting", Philips Lighting, last modified 20.04.2018, http://www.lighting.philips.com/main/company/about#

[220] Philips Lighting, *Annual Report 2017*, 43

[221] The Wall Street Journal, "REGI Financial Statements - Renewable Energy Group Inc. - Wall Street Journal," accessed April 24, 2018, https://quotes.wsj.com/REGI/financials.

[222] "The Renewable Energy Group - LinkedIn," n.d., https://www.linkedin.com/company/renewable-energy-group/.

[223] Renewable Energy Group Inc., "Renewable Energy Group, Inc | Renewable Fuels and Biodiesel," accessed April 24, 2018, http://www.regi.com/.

Risen Energy Co. China

Sector(s): Solar

Type: Manufacturing

Revenue: $1.56 Billion (2016)[224]

Size of Workforce (percent female): Not Available

Company Description: Risen Energy is a hi-tech enterprise which is engaged in R&D, production, sales and service of solar modules, products of photovoltaic technology, solar terminal application and integration. Also, just became a top 10 PV manufacturer in 2017. [225]

Women's Empowerment Policy Goal(s): None referenced

Parental Leave Time: None referenced

Comment: Chosen for study as one of the top renewable energy companies and PV manufacturers in the world.

Royal Dutch Shell UK and Netherlands

Sector(s): Oil and Gas Global

Type: Multifunctional (upstream and downstream oil and gas, engineering, and technology development)

Revenue: $240.033 Billion[226]

Size of Workforce (percent female): 89,000 (2016: 30% overall; 24% senior managers; 27% directors; 38% (5/13) board members)[227] [228]

Company Description: Shell is a global group of energy and petrochemical companies. Their operations are divided into four businesses: Upstream, Integrated Gas and New Energies, Downstream, and Projects & Technology. In Upstream they focus on exploration for new liquids and natural gas reserves and on developing major new projects where their technology and know-how add value for resource holders. In Integrated Gas and New Energies, they focus on liquefying natural gas (LNG) and converting gas to liquids (GTL) so that it can be safely stored and shipped to markets around the world. The New Energies business has been established to explore and invest in new low-carbon opportunities. In Downstream, they focus on turning crude oil into a range of refined products, which are moved and

[224] Mark Osborne, "Risen Energy Sets New Revenue Record in 2017 | PV Tech," *PVTech*, 2017, https://www.pv-tech.org/news/risen-energy-sets-new-revenue-record-in-2017.

[225] Finlay Colville, "Top 10 Module Suppliers in 2017 | PV Tech," 2017, https://www.pv-tech.org/editors-blog/top-10-module-suppliers-in-2017.

[226] Fortune, "Royal Dutch Shell (RDS.A) Stock Price, Financials and News | Global 500," accessed April 18, 2018, http://fortune.com/global500/royal-dutch-shell/.

[227] Royal Dutch Shell, "Shell Annual Report 2016," 2016, http://reports.shell.com/annual-report/2016/servicepages/disclaimer.php.

[228] Royal Dutch Shell, "The Board - Shell Annual Report 2016," accessed April 18, 2018, http://reports.shell.com/annual-report/2016/governance/the-board.php.

marketed around the world for domestic, industrial and transport use. In addition, they produce and sell petrochemicals for industrial use worldwide. Shell's oil sands mining activities in North America are also part of the Downstream organization. Their Projects & Technology business is responsible for delivering new development projects and the research and development that leads to innovative and low-cost investments for the future. Also, they have been established in the Times Top 50 Employers for Women in 2015, 2016, and 2017.[229] [230]

Women's Empowerment Policy Goal(s):

- **WE – Workforce:** Target of reaching no gender-based pay gap [231]
- **HR – Diversity Management:** Target of 20% of women in senior management positions in the long run [232]

Parental Leave Time: Global minimum of 16 weeks paid maternity leave[233]

Comment: Since the completion of the gathering of the data and analysis for this report, Shell has published a website page that advertises other policies focused on **CSR – Educational Programs**. Through this they are encouraging young women's participation in STEM fields of education, and this was not initially considered as one of Shell's policies [234].

SA Power Networks — Australia

Sector(s): Power Electronics

Type: Manufacturer

Revenue: $ 1,385.676 million (2012) [235]

Size of Workforce (percent female): 2,039 (2012) [236] (female share not available)

Company Description: SA Power Networks operates a distribution network that stretches across South Australia, comprising thousands of kilometers of powerline and hundreds of substations. We concentrate our efforts on achieving regulated requirements for elevated levels of service, reliability, safety and efficiency [237].

Women's Empowerment Policy Goal(s): None referenced

Parental Leave Time: None referenced

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[229] "What We Do | Shell Global," accessed April 18, 2018, https://www.shell.com/about-us/what-we-do.html; Thesundaytimes.co.uk, "The Times Top 50 Eployers for Women," *The Sunday Times*, 2017.

[230] Ibid.

[231] Royal Dutch Shell, "Closing the Gender Gap in Engineering & Technology | Shell Global," accessed April 19, 2018, https://www.shell.com/energy-and-innovation/make-the-future/closing-the-gender-gap.html.

[232] Royal Dutch Shell, "Our People - Shell Annual Report 2017," accessed April 19, 2018, https://reports.shell.com/annual-report/2017/strategic-report/our-people.php.

[233] "Global Minimum Standard for Maternity Leave | Shell Global," accessed April 18, 2018, https://www.shell.com/careers/life-at-shell/global-maternity-leave-standard.html.

[234] Royal Dutch Shell, "Closing the Gender Gap in Engineering & Technology | Shell Global."

[235] SA Power Networks, "Financial Report 2012," 2012.

[236] SA Power Networks, "The Power of Many: Annual Report 2012," *Media*, 2012.

[237] SA Power Networks, "Power Outages Information," 2017.

Schneider Electric — France

Sector(s): Electricity, Power Electronics — Global

Type: Manufacturing

Revenue: €24.7 Billion (2017)[238]

Size of Workforce (percent female): 142,000[239] (2017: 20.9% overall, 26.8% management, 7% executive, 21% board)[240]

Company Description: Present across over 100 countries globally, Schneider Electric provides integrated power management solutions, combining the best digital technology, automation and highest energy efficiencies. Schneider Electric is a global leader in the digitalization of energy management solutions for industry, residences and corporates, with a proven track record in delivering power platforms with real-time monitoring and operational control[241].

Women's Empowerment Policy Goal(s):

- **HR – Parental Program:** 12 weeks for the primary parent (both natural birth and adoption); 2 weeks for the secondary parent (both natural birth and adoption)[242].
- **HR – Management Diversity:** 30% increase in women representation across all key positions; 40% representation of women at entry for new Managers and Technicians[243].

Parental Leave Time: 12 weeks[244].

Sharp Corporation — Japan

Sector(s): Telecommunications, Electric, and Electronic equipment — Japan, USA, UK, China, Malaysia, and India

Type: Manufacturer, Service Provider

Revenue: $19.07 Billion (2017) [245]

Size of Workforce (percent female): 44,211 (2017: 10.20% overall, 3.44% Senior and Middle management) [246]

[238] Schneider Electric, *Annual Report 2017*, (Schneider Electric), 8

[239] Ibid

[240] Ibid

[241] "About Us", Schneider Electric, last modified 31.12.2017, https://www.schneider-electric.com/en/about-us/

[242] Schneider Electric, *Global Family Leave Policy*, last modified 26.09.2017, https://www.schneider-electric.com/ww/en/documents/Press/2017/09/26-release-global-family-leave-policy-tcm50-336261.pdf

[243] Schneider Electric, *Annual Report 2017*, (Schneider Electric), 115

[244] Schneider Electric, *Global Family Leave Policy*, last modified 26.09.2017, https://www.schneider-electric.com/ww/en/documents/Press/2017/09/26-release-global-family-leave-policy-tcm50-336261.pdf

[245] Sharp Corporation, "Annual Report 2017," March 2017.

[246] Sharp Corporation, "2016 Sustainability Report," n.d.

Company Description: Sharp manufactures and sales telecommunications equipment, electric and electronic application equipment and electronic components. It incorporates 60 companies in 27 countries and regions [247] .

Women's Empowerment Policy Goal(s):

- **HR - Parental Program:** The 10-day period beginning at the start of the childcare leave period is treated as a period with pay. An allowance of 60,000 yen a month is provided during the leave period (excluding the 10-day period when salary is paid) [248]. The latter is valid in China.
- **HR – Diversity Management**: The company aims at reaching 5% of women in managerial position within the end of the fiscal year 2018 [249].

Parental Leave Time: Sharp Corporation allows a leave of any length until the last day of March following the child's first birthday or until the child is 18 months old [250].

Siemens Ag-Reg **Germany**

Sector(s): Other Global

Type: Manufacturer, Service Provider

Revenue: €26,888 Million (2016)[251]

Size of Workforce (percent female): 343,000[213] (2014) (23% overall)[252]

Company Description: Siemens AG is a German conglomerate company headquartered in Berlin and Munich and the largest industrial manufacturing company in Europe with branch offices abroad. The principal divisions of the company are Industry, Energy, Healthcare (Siemens Healthineers), and Infrastructure & Cities, which represent the main activities of the company. The company is a prominent maker of medical diagnostics equipment and its medical health-care division, which generates about 12 percent of the company's total sales, is its second-most profitable unit, after the industrial automation division. The company is a component of the Euro Stoxx 50 stock market index. Siemens and its subsidiaries employ approximately 372,000 people worldwide and reported global revenue of around €83 billion in 2017 according to its earnings release[253].

Women's Empowerment Policy Goal(s):

- **WE – Workforce:** Over the past years, Siemens has strived to create significant more employment opportunities for women - from board level to every single working place, thus also contributing to the UN's sustainable development goal "Gender Balance". In 2016, Siemens signed the Women's Empowerment Principles (WEP) by United Nations to strengthening our women in the company. It's the first worldwide initiative focused on directly promoting and strengthening of women in companies[213].

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[247] Sharp Corporation, "Sharp Corporation," n.d.

[248] Sharp Corporation, "2016 Sustainability Report."

[249] Ibid.

[250] Ibid.

[251] "Annual Report 2017", Results of operations, 2017, https://www.siemens.com/content/dam/webassetpool/mam/tag-siemens-com/smdb/corporate-core/siemens-com/About_Siemens/siemens-ar2017.pdf.

[252] SIEMENS, "Culture of acceptance and openness", 2018, https://www.siemens.com/global/en/home/company/sustainability/diversity.html.

[253] WIKIPEDIA, "Siemens", 2018, https://www.youtube.com/watch?v=ynANQCkwyXg.

Parental Leave Time: Minimum Paid Maternity Leave (3 weeks), Minimum Unpaid Maternity Leave (6 weeks)[254]

Siemens Gamesa Renewable Energy — Spain

Sector(s): Wind — Global

Type: Manufacturing

Revenue: €11 Billion (2017 net revenue)[255]

Size of Workforce (percent female): 25,337 (2017: 18% overall, 10% management, 9% executive, 50% board)[256]

Company Description: Siemens Gamesa Renewable Energy was formed in 2017, following the merger between Siemens Wind Power and Gamesa Corporación Tecnológica. Globally respected as a trailblazer for innovation in fully integrated renewable energy solutions, Siemens Gamesa is also renowned for its lofty standards of customer service and reliability, thus establishing itself as a global market leader in renewable energy technology.[257]

Women's Empowerment Policy Goal(s):

- **WE - Workforce**: Boost equality and respect for basic rights, whilst building a society free of violence against women[258].
- **HR – Management Diversity**: By 2018: increase in number of women in pre-management positions from 19% to 25%; increase in number of women in management positions from 9% to 20%; 30% representation by female board members[259].

Parental Leave Time: None referenced

SSE — UK

Sector(s): Electricity and Gas — UK and North Ireland

Type: Utility

Revenue: $29.037 Billion (2017)[260]

Size of Workforce (percent female): 21157 (2017: 31.4% overall)[261]

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[254] FAIRYGODBOSS, "Siemens Maternity and Paternity Leave Policies", 2018, https://fairygodboss.com/parental-leave/siemens.

[255] Siemens Gamesa. *Sustainability Report- 2017*. (Siemens Gamesa), 7

[256] Siemens Gamesa, *Sustainability Report 2017*, 8

[257] "History", Siemens Gamesa, last modified 31.12.2017, http://www.siemensgamesa.com/en/about-us/history/

[258] Siemens Gamesa, *Sustainability Report 2017*, 26

[259] Ibid

[260] SSE, "SSE Plc Annual Report 2017," n.d.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.Ibid.

[261] SSE, "Valuing Difference," 2017.

Company Description: SSE is a utility company providing generation, transmission, distribution and supply of electricity, in the production, storage distribution and supply of gas and other energy services. It's the only company listed on the London Stock Exchange involved in such a wide range of energy businesses[262,263] .

Women's Empowerment Policy Goal(s):

- **CSR – Educational programs for enhanced future workforce diversity:** SSE holds an active partnership with schools to promote STEM subjects. Moreover, the company collaborated with many major organizations in the UK such as Opportunity Now, Everywoman, POWERfulWOmen, WISE (Women into Science and Engineering), WES (Women's Engineering Society) and Equate Scotland[264] .
- **HR – Parental Leave:** Maternity and adoptive pay increased from the previous policy of six weeks at full-pay and 12 weeks at half-pay, to 21 weeks at full pay. New mothers and adoptive parents are offered to return to work on 80% of contractual hours with full-pay for up to 6 months. An arrangement for "emergency day passes" has also been put in place, where employees may take up to 2 days off at a moment's notice, reflecting the nature of family commitments[265] .
- **WE – Workforce:** Target of 25% of women earning over £40000 per year by 2025. Moreover, SSE hosted and innovative collaboration for the Senior Women's Development Network (SWDN) with Personal Boardroom in Scotland and England. This project was designed to help SSE's senior women build a more effective network and focus on their personal development[266] .

Parental Leave Time: 21 weeks at full pay[267].

Tesla Motors — USA

Sector(s): Transportation — Global

Type: Manufacturing

Revenue: $11.8 billion (2017)[268]

Size of Workforce (percent female): 37,543 (Not Available)[269]

Company Description: Tesla Motors is spearheading the technology drive for electric power vehicles and scalable renewable energy solutions across the world. Well known for introducing the world's first high performance electric powered vehicle, Tesla is committed to advancing the world's transition to one powered by cutting edge clean energy[270].

Women's Empowerment Policy Goal(s): None referenced

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[262] SSE, "What We Do - Providing the Energy People Need in a Reliable and Sustainable Way," n.d.

[263] SSE, "About Us - Find out More about SSE," n.d.

[264] SSE, "Valuing Difference."

[265] Ibid.

[266] Ibid.

[267] Ibid.

[268] Tesla, *Annual Report 2017- SEC Filing*, (Tesla Motors), http://ir.tesla.com/secfiling.cfm?filingID=1564590-18-2956

[269] "Number of Tesla Employees', Statistica, last modified 28.02.2018, https://www.statista.com/statistics/314768/number-of-tesla-employees/

[270] "About Us", Tesla Motors, last modified 20.04.2018, https://www.tesla.com/about

Parental Leave Time: None referenced

Umicore — Belgium

Sector(s): others

Type: Metals and Mining

Revenue: €12.3 Billion (2017)[271]

Size of Workforce (percent female): 10000 (21.92% overall)[272]

Company Description: Today Umicore is a global materials technology and recycling group, with about 9,700 employees and a turnover of € 12.3 billion in 2017. Umicore generates most of its revenues and dedicates most of its R&D efforts to clean technologies, such as emission control catalysts, materials for rechargeable batteries and recycling. Umicore's overriding goal of sustainable value creation is based on an ambition to develop, produce and recycle materials in a way that fulfils its mission: materials for a better life[232].

Women's Empowerment Policy Goal(s): None Referenced

Parental Leave Time: None Referenced

Tokyo Electric Power Company — Japan

Sector(s): Hydro, Nuclear

Type: Utilities

Revenue: $50.4 billion (2017)[273]

Size of Workforce (percent female): 42,060 (2016: 3.5% Management, 3.2% Board of Directors) [274]

Company Description: Tokyo Electric Power Company (TEPCO) is Japan's primary electrical utilities provider, accounting for 30% of Japan's electricity consumption. While the primary business area lies in electricity generation through hydro and nuclear power plants, TEPCO has further enhanced its business share through provision of consulting services on its technological expertise across the world. TEPCO is also actively involved in leading innovations in energy services.[275]

Women's Empowerment Policy Goal(s):

- **HR – Management Diversity:** Women to comprise 10% of management level roles by 2020[276].

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[271] Umicore, "About Umicore", http://www.umicore.com/en/about/about-umicore/.

[272] "Delivering on our strategy Annual Report 2017 ", DIVERSITY , 2017, http://annualreport.umicore.com/media/1525/ar2017fullreporten.pdf.

[273] TEPCO. *TEPCO Integrated Report 2017*. (TEPCO), 79

[274] Ibid.

[275] Ibid

[276] Ibid

Parental Leave Time: None referenced

Toyota Motor Corporation — Japan

Sector(s): Transportation — Global

Type: Manufacturing

Revenue: ¥27.6 trillion (2017)[277]

Size of Workforce (percent female): 364,445[278] (2013: 10.8% overall) [279]

Company Description: As a leader in the global automotive industry, Toyota will expand its consumer base through the provision of safe and eco-friendly transportation options, whilst adhering to the highest standards for innovation, quality and environmental protection. To stay ahead of its global competition, Toyota will continue to introduce new cutting-edge technology and reinvent itself as the frontrunner in the global automotive industry[280].

Women's Empowerment Policy Goal(s):

- **HR – Workforce Diversity:** Target of maintaining hiring rates for female graduates in administrative positions at 40% and engineering roles at 10%[281].
- **HR – Parental Program**: Support a balance between work-life and child care, through extending the "work from home" program, as well as expanding child-care facilities[282].
- **HR – Management Diversity**: Number of women holding managerial positions (in 2014) to be increased three-fold by 2020, and five-fold by 2030[283].

Parental Leave Time: None referenced

Transpower — New Zealand

Sector(s): Electricity

Type: TSO (Transmission System Operator)

Revenue: NZ$ 1.1 billion (2017)[284]

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[277] Toyota Motors, *Annual Report 2017*. (Toyota Motors), 18

[278] "Overview", Toyota Motors, last modified 31.03.2017, https://newsroom.toyota.co.jp/en/corporate/companyinformation/outline/

[279] Toyota Motors. *Annual Report 2013*. (Toyota Motors), 62

[280] "Global Vision 2020", Toyota Motors, last modified 20.04.2018, http://www.toyota-global.com/company/vision_philosophy/toyota_global_vision_2020.html

[281] "Measures to Promote Women's Participation in the Workplace", Toyota Motors, last modified 31.03.2018, http://www.toyota-global.com/sustainability/society/employees/womens-participation/

[282] Ibid

[283] Ibid

[284] Transpower, *Annual Report 2016/17*. (Transpower), 4

Size of Workforce (percent female): Not Available (2017: 30% overall; 26% senior management; 27% executive management, 29% Board of Directors) [285]

Company Description: Transpower is the primary operator of New Zealand's National Grid, through provision and real-time operations and maintenance of transmission networks across the country, enabling consumers to access electricity through a wide range of sources, inclusive of renewables such as hydro, wind and solar. [286]

Women's Empowerment Policy Goal(s):

- **HR – Workforce Diversity:** Women to comprise 40% of total workforce[287].
- **HR – Parental Program:** 18-week IRD Paid Parental Leave Provision, inclusive of a top-up up to 50 per cent of your salary. Additional benefits include an additional week of full- paid paternity leave or 2 weeks paternity leave at 50% salary level[288].

Parental Leave Time: 18 weeks[289].

Turbines Development Enterprise **Malawi**

Sector(s): Unknown

Type: Unknown

Revenue: Not available

Size of Workforce (percent female): Not available

Company Description: Not found

Comment: Limited information available about this company, but it was researched because the CEO of this company signed the Statement of Support for the Women's Empowerment Principles.

Vestas Wind Systems A/S – https://www.vestas.com/ **Denmark**

Sector(s): Wind Denmark, China, Germany, Italy, Spain, India, USA, and Brazil

Type: Manufacturer

Revenue: $12.66 Billion (2016) [290]

Size of Workforce (percent female): 21471 (2016: 14% overall, 19% Senior and Middle management, 23% in boards of directors) [291]

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[285] Ibid.

[286] "About Us", Transpower, last modified, 20.04.2018, https://www.transpower.co.nz/about-us

[287] Transpower, *Annual Report 2016/17*

[288] Ibid

[289] Ibid

[290] Vestas, "Annual Report 2016," n.d.

[291] Vestas, "Vestas Employees 2016," n.d.

Company Description: Vestas is a global leader in wind energy solutions designing, manufacturing and installing wind turbines around the world. Vestas' installed capacity is the highest in the wind industry.

Women's Empowerment Policy Goal(s):

- **HR – Diversity Management**: If the share of either women or men at a management level is below 40 per cent, Executive Management will annually evaluate the need for further actions, although under the consideration that management should always be composed of the best qualified individuals for the job [292].

Parental Leave Time: None referenced

ANNEX 4: COMPANY GEOGRAPHIC DATA

Country	High Impact CC = Clean Cooking EL = Electrification RE = Renewable Energy EE = Energy Efficiency	Global Region	Number of Companies Reviewed	Companies with Policies
Argentina		Latin America & Caribbean	3	1
Australia	RE, EE	East Asia & Pacific	1	0
Belgium		Europe & Central Asia	1	0
Brazil		Latin America & Caribbean	9	3
Canada	RE, EE	North America	2	0
China	CC, RE, EE	East Asia & Pacific	5	1
Denmark		Europe & Central Asia	2	2
France	RE, EE	Europe & Central Asia	2	2
Germany	RE, EE	Europe & Central Asia	5	3
Hong Kong		East Asia & Pacific	2	0
Iceland		Europe & Central Asia	2	2
Ireland		Europe & Central Asia	1	1
India	CC, EL, RE, EE	South Asia	1	0
Italy	RE, EE	Europe & Central Asia	1	1
Japan	RE, EE	East Asia & Pacific	6	5
Malawi	EL	Sub-Saharan Africa	1	0
Mexico	RE, EE	Latin America & Caribbean	1	0
Netherlands		Europe & Central Asia	4	3

[292] Vestas- www.vestas.com, "Q4," n.d.

New Zealand		East Asia & Pacific	1	1
Paraguay		Latin America & Caribbean	1	1
Peru		Latin America & Caribbean	3	0
Portugal		Europe & Central Asia	1	0
Serbia		Europe & Central Asia	3	0
South Africa	EE	Sub-Saharan Africa	1	0
Spain	RE, EE	Europe & Central Asia	2	2
Switzerland		Europe & Central Asia	1	0
Taiwan		East Asia & Pacific	1	0
Turkey	RE, EE	Europe & Central Asia	3	0
UK	RE, EE	Europe & Central Asia	4	4
USA	RE, EE	North America	9	3

By Global Region	Number of Companies	Companies with Policies	Percentage
Europe & Central Asia	32	20	63%
East Asia & Pacific	15	7	47%
Latin America & Caribbean	17	5	29%
North America	11	3	27%
South Asia	1	0	0%
Sub-Saharan Africa	2	0	0%